



# **CITY OF FORT SASKATCHEWAN AGENDA**

## **Regular Council Meeting Monday, July 10, 2017 – 6:00 P.M. Council Chambers – City Hall**

- 6:00 P.M.**
1. **Call to Order** Mayor Katchur
  2. **Approval of Minutes of June 27, 2017 Regular Council Meeting** (attachment)
  3. **Delegations**  
*Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Each individual will be allowed a maximum of five (5) minutes.*
  4. **Public Hearing**
    - Open Public Hearing** Mayor Katchur
    - 4.1 Bylaw C13-17 – Amend Land Use Bylaw C10-13 – Include Kennel as a Discretionary Use to the C5 – Fort Mall Redevelopment District Regulations Dean McCartney (verbal)
    - Close Public Hearing** Mayor Katchur
  5. **Business Arising from Public Hearing**
    - 5.1 Bylaw C13-17 – Amend Land Use Bylaw C10-13 – Include Kennel as a Discretionary Use to the C5 – Fort Mall Redevelopment District Regulations – 2<sup>nd</sup> & 3<sup>rd</sup> reading Dean McCartney (attachment)
  6. **Unfinished Business**
    - 6.1 Council Remuneration and Expense Procedure Robert Stephenson (attachment)
    - 6.2 Governance Review Ian McCormack, Strategic Steps Inc. (attachment)
  7. **New Business**
    - 7.1 Adoption of Cemetery Master Plan Richard Gagnon (attachment)
    - 7.2 Financial Reserves Policy FIN-021-C Jeremy Emann / Marley Hanrahan (attachment)
    - 7.3 Allocation of Operating Budget Surplus Policy FIN-022-C and Historical Staff Surpluses and Mitigation Strategies Jeremy Emann (attachment)
    - 7.4 High Performance Sports Field Grandstand and Press Box Barb Shuman (attachment)

**8. Bylaws**

8.1 Bylaw C14-17 – Off-Site Levy Bylaw – 2<sup>nd</sup> & 3<sup>rd</sup> reading

Janel Smith-Duguid  
(attachment)

8.2 Bylaw C15-17 – Amend Land Use Bylaw C10-13 – 1<sup>st</sup> reading

Dean McCartney  
(attachment)

**9. Notice of Motion**

9.1 Landscaping Completion Requirements

Coun. Bossert  
(attachment)

**10. Points of Interest**

**11. Councillor Inquiries**

**12. In-Camera Session**

12.1 City Manager Recruitment

Under the Authority of FOIP, Section 19(1), Confidential Evaluations

**13. Adjournment**



**CITY OF FORT SASKATCHEWAN**  
**MINUTES**  
**REGULAR COUNCIL**  
**Tuesday, June 27, 2017 - 6:00 PM**  
**Council Chambers – City Hall**

**Present:**

Members of Council:

Mayor Gale Katchur  
Councillor Birgit Blizzard  
Councillor Sheldon Bossert  
Councillor Frank Garritsen  
Councillor Stew Hennig  
Councillor Arjun Randhawa  
Councillor Ed Sperling

Administration:

Troy Fleming, Acting City Manager  
John Dance, General Manager, Corporate Services  
Brenda Rauckman, General Manager, Community & Protective Services  
Robert Stephenson, Acting Director, Legislative Services  
Barb Shuman, Director, Recreation Services  
Grant Schaffer, Director, Project Management  
Dean McCartney, Acting Director, Planning & Development  
Wendy Kinsella, Director, Corporate Communications  
Reade Beaudoin, Digital Media Coordinator  
Sheryl Exley, Recording Secretary

**1. Call to Order**

Mayor Katchur called the regular Council meeting of June 27, 2017 to order at 6:00 p.m.

**R119-17** MOVED BY Councillor Blizzard that the June 27, 2017 regular Council meeting agenda be amended by adding item #11 "In-Camera Session - Personnel Matter."

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

**R120-17** MOVED BY Councillor Garritsen that the June 27, 2017 regular Council meeting agenda be amended by deleting item #5.1 "Council Remuneration and Expense Procedure."

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

## **2. Approval of Minutes of June 13, 2017 Regular Council Meeting**

**R121-17** MOVED BY Councillor Hennig that the minutes of the June 13, 2017 regular Council meeting be adopted as presented.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

## **3. Delegations**

Leanne Cameron, Head Coach, Fort Gymnastics was in attendance to express support for option #1 – new facility construction as outlined in the June 2017 Gymnastics Feasibility Study.

## **4. Presentation**

### **4.1 Legalization of Cannabis and Cannabis Products – Bills C-45 and C-46**

Robert Stephenson, Acting Director, Legislative Services provided Council with information on the work that is underway to prepare the City of Fort Saskatchewan for the impending legalization of cannabis and cannabis products.

## **5. Unfinished Business**

None.

## **6. New Business**

### **6.1 Gymnastics Feasibility Study**

Presented by: Barb Shuman, Director, Recreation Services and Stephen Slawuta, RC Strategies + PERC

**R122-17** MOVED BY Councillor Blizzard that Council delay decision on the Gymnastics Feasibility Study until after the results of the Aquatic Vote on October 16, 2017 are known.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard

Against: Sheldon Bossert, Ed Sperling

CARRIED

Mayor Katchur called a short recess at 6:43 p.m.

The regular Council meeting reconvened at 6:59 p.m.



## **6.2 Sponsorship, Naming Rights and Advertising Policy GOV-013-C**

Presented by: Barb Shuman, Director, Recreation Services

**R123-17** MOVED BY Councillor Randhawa that Council approve Sponsorship, Naming Rights and Advertising Policy GOV-013-C.

**R124-17** MOVED BY Councillor Randhawa that Council amend Sponsorship, Naming Rights and Advertising Policy GOV-013-C, Subsection 1.2 by lowering the amount for approving agreements from \$500,000 to \$25,000.

In Favour: Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

Against: Gale Katchur, Frank Garritsen, Stew Hennig

CARRIED

Council Resolution #123-17 was voted on, as amended; and

CARRIED UNANIMOUSLY

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

## **6.3 Electronic Meeting Management**

Presented by: Robert Stephenson, Acting Director, Legislative Services

**R125-17** MOVED BY Councillor Bossert that Council authorize Administration to enter into an agreement with eSCRIBE for a new Electronic Meeting Management system.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

**R126-17** MOVED BY Councillor Bossert that Council approve the one-time implementation fee and subscription cost of \$22,175 for 2017, to be funded from the Financial Stabilization Reserve.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

#### **6.4 Project Management Process Review**

Presented by: Grant Schaffer, Director, Project Management

**R127-17**

MOVED BY Councillor Randhawa that Council direct Administration to develop a Major Capital Project Budget Policy to be presented to Council for approval at the September 12, 2017 regular Council meeting.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

#### **6.5 Capital Project Update – 2017**

Grant Schaffer, Director, Project Management provided Council with an update status on the 2017 Capital Project Program.

### **7. Bylaws**

#### **7.1 Bylaw C13-17 – Amend Land Use Bylaw C10-13 – Include Kennel as a Discretionary Use in the C5 – Fort Mall Redevelopment District Regulations – 1<sup>st</sup> reading**

Presented by: Dean McCartney, Acting Director, Planning & Development

**R128-17**

MOVED BY Councillor Sperling that Council give first reading to Bylaw C13-17 to amend Land Use Bylaw C10-13 to include kennel as a Discretionary Use in the C5 - Fort Mall Redevelopment District.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Ed Sperling

Against: Sheldon Bossert

CARRIED

#### **7.2 Bylaw C14-17 – Off-Site Levy Bylaw – 1<sup>st</sup> reading**

Presented by: Grant Schaffer, Director, Project Management

**R129-17**

MOVED BY Councillor Garritsen that Council give first reading to Bylaw C14-17 to provide for the imposition of an Off-Site Levy for lands proposed for subdivision and development in defined new growth areas within Fort Saskatchewan's municipal boundaries.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

## **8. Notice of Motion**

### **8.1 Free Access to Transfer Station for Local Non-Profit Groups**

**R130-17** MOVED BY Councillor Bossert that Administration be directed to present Council with a report for the implementation of granting registered Fort Saskatchewan Non-profit Societies and Organizations a card/pass which authorizes free access to waste disposal privileges at the Fort Saskatchewan Waste Transfer Station.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

Councillor Bossert gave notice that he will introduce the following motion at the July 10, 2017 regular Council meeting:

“That Administration be directed to present Council with a report outlining options for the municipality to ensure landscaping following residential development is completed in an appropriate period of time.”

## **9. Points of Interest**

Members of Council were given the opportunity to bring forward information that would be of interest to the public.

## **10. Councillor Inquiries**

Members of Council were given the opportunity to ask questions and provide concerns and comments.

## **11. In-Camera Session**

**R131-17** MOVED BY Councillor Garritsen that Council move in-camera at 8:40 p.m. to discuss a matter that falls within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act (FOIP).

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

**R132-17** MOVED BY Councillor Hennig that Council return to open session 9:03 p.m.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

**R133-17** MOVED BY Councillor Sperling that Council authorize the Mayor to engage in negotiations with a CAO candidate within the terms discussed in the June 27, 2017 In-Camera Meeting.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,  
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

#### **11. Adjournment**

The regular Council meeting of June 27, 2017 adjourned at 9:04 p.m.

---

Mayor

---

Director, Legislative Services

## **CITY OF FORT SASKATCHEWAN**

### **Bylaw C13-17 – Amend the C5 Fort Mall Redevelopment District in Land Use Bylaw C10-13**

---

#### **Motions:**

1. That Council amend Bylaw C13-17 to prohibit outside enclosures for kennel uses by deleting the following from the bylaw:

6.13.15 Outside enclosures for Kennels:

- a) Outdoor enclosures for kennels shall be located to minimize impact on surrounding developments, and shall be enclosed on all sides by fencing or landscaping, or a combination of both.

and adding the following:

6.13.2 (b) C5 Discretionary Uses

Kennel\*\*\*

\*\*\* Outside enclosures, pens, or exercise areas are not permitted

2. That Council give second reading to Bylaw C13-17 to amend Land Use Bylaw C10-13, as amended.
3. That Council give third reading to Bylaw C13-17 to amend Land Use Bylaw C10-13.

#### **Purpose:**

To present Council with information on proposed amendments to the C5 – Fort Mall Redevelopment District, and to request consideration of second and third readings of Bylaw C13-17, as amended.

#### **Background:**

An application to amend Land Use Bylaw C10-13 was submitted by the owner of K9 Play Doggy Daycare Hotel & Spa. The proposed amendments include adding Fascia Sign as a Permitted Use, and Kennel as a Discretionary Use in the C5 – Fort Mall Redevelopment District. The C5 - Fort Mall Redevelopment District regulations are for the Fort Station Site in the downtown (see Appendix A).

Kennels are developments for boarding pets generally for periods of greater than 24 hours, and typically include outside enclosures, runs, pens or exercise areas. The C5 – Fort Mall Redevelopment District currently does not list kennels as a permitted or discretionary use.

Due to potential impacts caused by barking, noise, and smells from the pets, kennels are generally encouraged to locate in industrial districts where they are believed to have the least potential to impact adjacent properties.

The Applicant has applied for kennels to be listed as a discretionary use and that outside enclosures be allowed within the parameters of the following regulation:

*Outdoor enclosures for kennels shall be located to minimize impact on surrounding developments, and shall be enclosed on all sides by fencing or landscaping, or a combination of both.*

Kennels would be required to be enclosed by fencing, landscaping, or both. The fencing and landscaping may provide a visual buffer between pedestrians and the dogs, and may mitigate some of the barking and noise. However, in Administration's opinion these regulations are lenient and will not provide adequate screening for the enclosure. There are no details on the type of fencing or landscaping that will be used. The current chain-link fence which has no screening would satisfy this regulation.

#### Administration's Recommendation:

Administration supports amending the district regulations to include Fascia signs as a Permitted Use, and Kennel as a Discretionary Use provided outdoor enclosures, pens, runs, or exercise areas are not allowed.

It is the opinion of Administration that outside enclosures with dogs will negatively impact neighbouring commercial businesses and residents. New developments in the downtown should enhance the pedestrian experience of walking to local businesses and services. Outside enclosures hinder the ability to provide a pedestrian oriented development.

The Fort Station Site contains both commercial and residential developments. An outside enclosure should not negatively impact adjacent businesses and residences. The site includes eating and drinking establishments that have outdoor patio spaces for patrons. There could be potential noise impacts to these businesses from dogs barking. Fort Station has shared parking agreements in place between the different businesses on site where parking spaces are shared and used by all the businesses and customers. Customers should feel safe and secure walking at this site without being disturbed by dogs in an outside enclosure.

There are several proposed medium density residential developments in close proximity to K9 Play Doggy Daycare Hotel & Spa. A development permit has been issued for multi-unit townhouses at the corner of 98 Avenue and 108 Street. A second townhouse style development has been proposed for the corner of 99 Avenue and 108 Street. An outside enclosure in close proximity to townhouses has a high probability of generating noise and general nuisance for future residents. It is important to note that these townhouse developments have not been built yet, so there is no opportunity for these future residents to provide feedback to this proposal.

#### **Plans/Standards/Legislation**

The site has been designated as "Downtown" in the City's *Municipal Development Plan*. It has also been designated as "Mall Redevelopment Precinct" in the *Downtown Area Redevelopment Plan & Design Guidelines*.

Animal Control Bylaw C7-16 regulates and controls domesticated animals within the City's limits. The Bylaw includes the following section on how animal noise complaints are reviewed by the City.

- 6.2 In determining whether the barking, howling or meowing is reasonably likely to disturb the peace of others, consideration may be given, but not necessarily limited, to the:
- proximity of the complainant(s) to the property where the animal is located;
  - duration of the barking, howling or meowing;
  - time of day and day of the week;
  - nature and use of the surrounding area, and
  - effect of the barking, howling or meowing on the complainant(s).

Allowing Kennels to have outside enclosures could generate complaints from residents and businesses in the area. Municipal Enforcement may become involved with these complaints and would need to dedicate addition time and resources to address an impact that could be resolved through land use regulations.

The Public Hearing for Bylaw C13-17 was advertised as per the requirements of the *Municipal Government Act*. Landowners within 100 meters of the Fort Station site received a notification in the mail. In addition, an advertisement was published in the local newspaper for 2 consecutive weeks prior to the hearing.

At the time of writing this report, no comments from the public had been received.

**Alternatives:**

- Council may approve Bylaw C13-17 with the regulations provided by the applicant;
- Council may amend the Bylaw to prohibit outside enclosures, runs and exercise areas; or
- Council could provide alternate direction.

**Attachments:**

- Bylaw C13-17
- Appendix A - Location Map
- Appendix B - C5 District regulations with applicant's proposed amendments
- Appendix C - Photos of current enclosure

---

File No.: Bylaw C13-17

Prepared by:	Matthew Siddons Current Planner, Planning & Development	Date: June 30, 2017
Approved by:	Dean McCartney Acting Director, Planning & Development	Date: July 4, 2017
Reviewed by:	Janel Smith-Duguid Acting Director, Special Projects	Date: July 5, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 5, 2017
Submitted to:	City Council	Date: July 10, 2017



## **CITY OF FORT SASKATCHEWAN**

### **A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE PROVINCE OF ALBERTA TO AMEND BYLAW C10-13, LAND USE BYLAW**

#### **BYLAW C13-17**

**WHEREAS** the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended or repealed and replaced from time to time, provides that a municipality has the power to amend the Land Use Bylaw;

**NOW THEREFORE**, the Council of the City of Fort Saskatchewan, in the Province of Alberta, duly assembled, enacts as follows:

1. That Schedule “A” of Bylaw C10-13 be amended as follows:

#### **6.13 C5 – Fort Mall Redevelopment District**

- a) Add the following under 6.13.2 (a) C5 Permitted Uses
  - Sign (Fascia)
- b) Add the following under 6.13.2 (b) C5 Discretionary Uses
  - Kennel
- c) Add the following

#### **6.13.15 Outside enclosures for Kennels**

- a) Outdoor enclosures for kennels shall be located to minimize impact on surrounding developments, and shall be enclosed on all sides by fencing or landscaping, or a combination of both.
2. This Bylaw is cited as the Amendment to Bylaw C10-13 Land Use Bylaw as amended or repealed and replaced from time to time.
3. If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of the Bylaw is deemed valid.



4. This Bylaw becomes effective upon third and final reading.

READ a first time this 27<sup>th</sup> day of June A.D., 2017

READ a second time this day of A.D., 2017

READ a third time and passed this day of A.D., 2017

---

MAYOR

---

DIRECTOR, LEGISLATIVE SERVICES

DATE SIGNED: \_\_\_\_\_

# APPENDIX A-1



 **Subject Site**



DISCLAIMER: The information shown is for reference only. The City of Fort Saskatchewan disclaims all responsibility for the accuracy, completeness, timelines and merchantability of information show. Use this information at your own risk



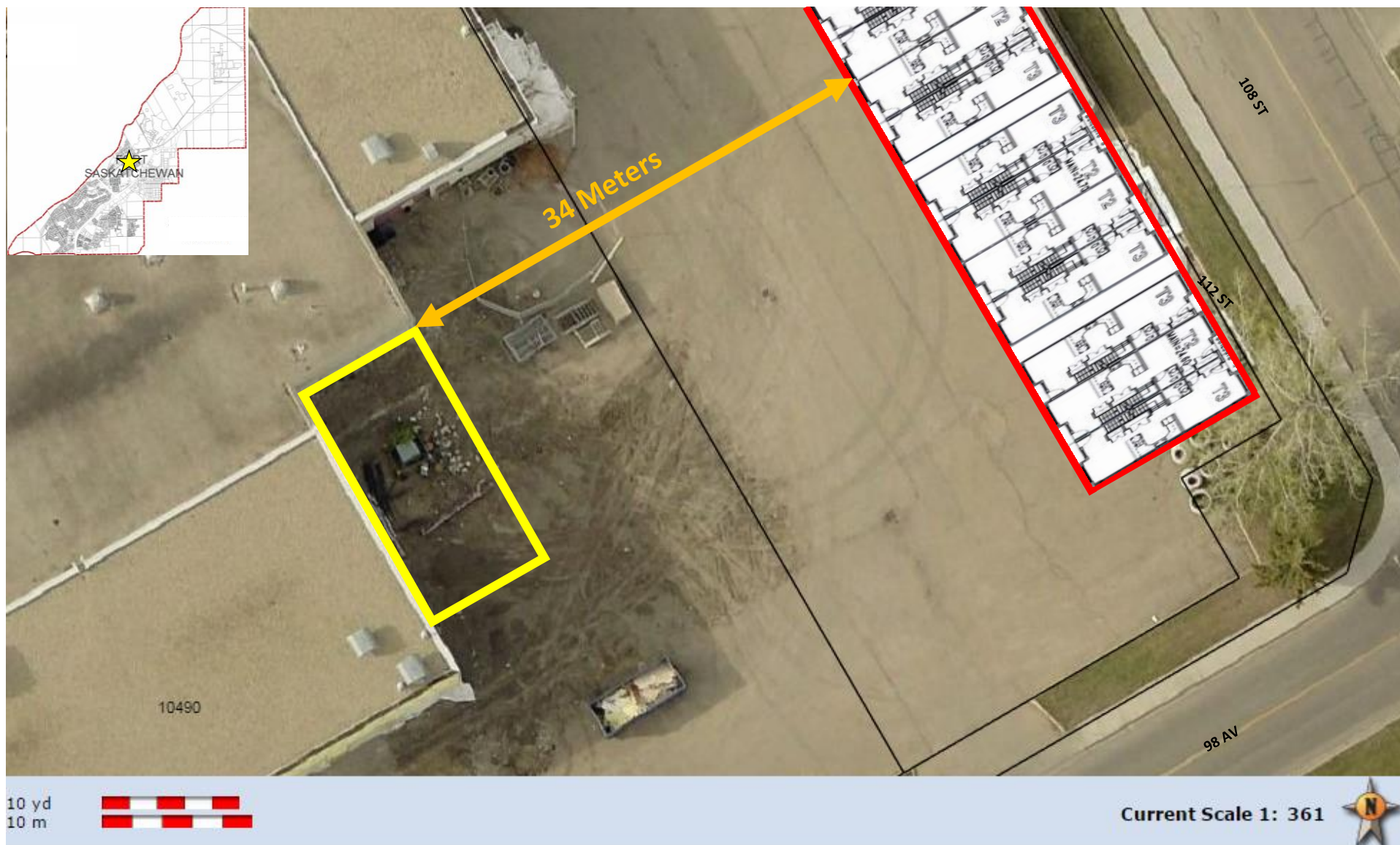


# APPENDIX A-2





## APPENDIX A-3



**Outside Enclosure**



**Outside Wall of Residential Structure**

DISCLAIMER: The information shown is for reference only. The City of Fort Saskatchewan disclaims all responsibility for the accuracy, completeness, timelines and merchantability of information show. Use this information at your own risk



<sup>1</sup>6.13 C5 – Fort Mall Redevelopment District

6.13.1 Purpose

This District is generally intended to provide regulations for the redevelopment of the Fort Mall site as envisioned in the Downtown Area Redevelopment Plan & Design Guidelines (Bylaw C14-08). A variety of land uses are supported in this district including residential, commercial, and mixed-use. Higher densities and scale greater than seen elsewhere in Fort Saskatchewan are supported, with high rise buildings accommodated in specific locations provided that the design ensures development relates to the adjacent areas and provides harmonious transitions. Open space and pedestrian connections will be provided to ensure ease of movement to and from the area, and opportunities for recreation. Special emphasis shall be given for the creation of a high quality public realm including urban plazas, outdoor amenity areas and interactive streetscapes.

6.13.2 C5 Permitted & Discretionary Uses:

(a) C5 Permitted Uses	
<ul style="list-style-type: none"> <li>- <sup>2</sup>(Deleted)</li> <li>- Apartment Dwelling</li> <li>- Assisted Living Facility</li> <li>- Business Support Service</li> <li>- Commercial School</li> <li>- Community Service Facility</li> <li>- Custom Manufacturing Establishment</li> <li>- Day Care Facility*</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Eating and Drinking Establishment (outdoor)</li> <li>- Emergency Response Service</li> <li>- Health Service</li> <li>- Home Office</li> <li>- Hotel</li> <li>- Indoor Entertainment Facility</li> <li>- Indoor Recreation Facility</li> <li>- <sup>3</sup>Multi-attached Dwelling**</li> </ul>	<ul style="list-style-type: none"> <li>- <sup>4</sup>(Deleted)</li> <li>- Parking Facility</li> <li>- Personal Service</li> <li>- Pet Care Service</li> <li>- Place of Worship</li> <li>- Private Club</li> <li>- Professional, Financial, and Office Service</li> <li>- Public Facility</li> <li>- Retail Store (convenience)</li> <li>- Retail Store (general)</li> <li>- Retail Store (liquor)</li> <li>- Seasonal Garden Centre (temporary)</li> <li>- Show Home</li> <li>- Sign (Fascia)</li> <li>- Sign (Freestanding)</li> <li>- Sign (Identification)</li> <li>- Sign (portable)</li> <li>- Sign (Projecting)</li> <li>- Temporary Sales Centre</li> <li>- <sup>5</sup>Accessory development to any use listed in subsection 6.13.2(a)</li> </ul>

<sup>1</sup> C22-14

<sup>2</sup> C19-15

<sup>3</sup> C10-16

<sup>4</sup> C19-15

<sup>5</sup> C19-15

<b>(b) C5 Discretionary Uses</b>	
<ul style="list-style-type: none"> <li>- Casino</li> <li>- Government Service</li> <li>- Greenhouse</li> <li>- <b>Kennel</b></li> <li>- Late Night Club</li> <li>- Live Work Unit</li> <li>- <sup>1</sup>(Deleted)</li> <li>- Outdoor Recreation Facility</li> <li>- Pawn Shop</li> </ul>	<ul style="list-style-type: none"> <li>- Temporary Outdoor Event</li> <li>- Vehicle Sales, Leasing or Rental Facility (limited)</li> <li>- Veterinarian Clinic</li> <li>- <sup>1</sup>(Deleted)</li> <li>- <sup>1</sup>Accessory development to any use listed in subsection 6.13.2(b)</li> </ul>

\*Day Care Facility may not occur within an apartment dwelling

\*\* Multi-attached Dwellings shall be limited to the Periphery Zone, as per Figure 6.13a

### 6.13.3 Site Development Regulations

	Interior or Corner Site	
<b>a) Site Area</b>	Minimum	300.0m <sup>2</sup> (3229.2ft <sup>2</sup> )
	Maximum	N/A
<b>b) Site Width</b>	Minimum	At the discretion of Development Authority
	Maximum	At the discretion of Development Authority
<b>c) Front Setback</b>	Minimum	<p><sup>2</sup><b>Non-residential uses at ground floor</b> 0.0m (0.0ft) to 1.4m (4.6m) to achieve a continuous pedestrian zone of 3.4m (11.2ft)</p> <p><b>Residential uses at ground floor</b> 3.0m (9.8ft) with display gardens</p> <p><b>Residential uses at ground floor abutting MR</b> 1.0m (3.3ft) with display gardens in the MR</p>
<b>d) Side Setback</b>	Minimum	<sup>3</sup> 0.0m (0.0ft)
<b>e) Rear Setback</b>	Minimum	<p><sup>4</sup>0.0m (0.0ft) when abutting a Non-Residential Land Use District</p> <p>4.5m (14.8ft) or one-half (1/2) the height of the building, whichever is greater, for sites abutting a Residential Land Use District</p>

<sup>1</sup> C10-16

<sup>2</sup> C10-16

<sup>3</sup> C10-16

<sup>4</sup> C10-16

f) Site Coverage	Maximum	70%
g) FAR	Maximum	<sup>1</sup> 4.0
h) Unit Density	Maximum	<sup>2</sup> 200 units per net developable hectare for sites less than 1500.0m <sup>2</sup>  350 units per net developable hectare for sites greater than 1500.0m <sup>2</sup>
i) Height		As per Section 6.13.4 of this Bylaw
j) <sup>3</sup> Common Amenity Area	Minimum	<b>Apartment Dwellings</b> 4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit  <b>All other Residential Dwellings</b> At the discretion of the Development Authority. This can include indoor and outdoor amenities such as seating areas and roof top patios
j) <sup>4</sup> Private Amenity Area	Minimum	<b>Residential Dwellings at Grade and Above Grade</b> 3.0m <sup>2</sup> (32.3ft <sup>2</sup> ) per dwelling unit to be provided by balconies, decks, patios or rooftop amenity area***  <b>Residential Dwellings Below Grade</b> To be provided through the common amenity area

\*\*\* Private Amenity Area shall only be provided by balconies in Apartment Dwellings

## Urban Design Regulations

### 6.13.4 Urban Form

- a) Maximum building height shall be determined based upon:
  - i. <sup>5</sup>The location of the building in proximity to the public roadways, as per Figure 6.13a; and
  - ii. <sup>6</sup>Along 98 Avenue, new development shall have a minimum height of 2 storeys when located in the Periphery Zone, and a minimum height of 4 storeys in the Centre Zone, as per Figure 6.13a.

---

<sup>1</sup> C10-16

<sup>2</sup> C10-16

<sup>3</sup> C10-16

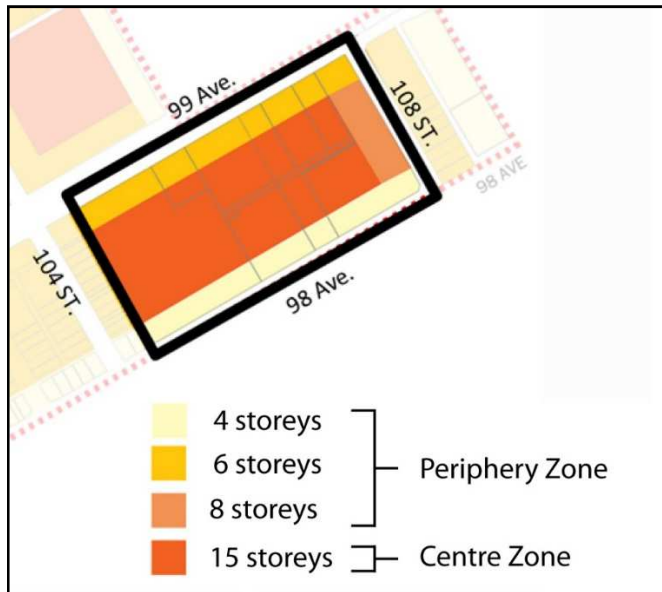
<sup>4</sup> C10-16

<sup>5</sup> C23-14

<sup>6</sup> C10-16

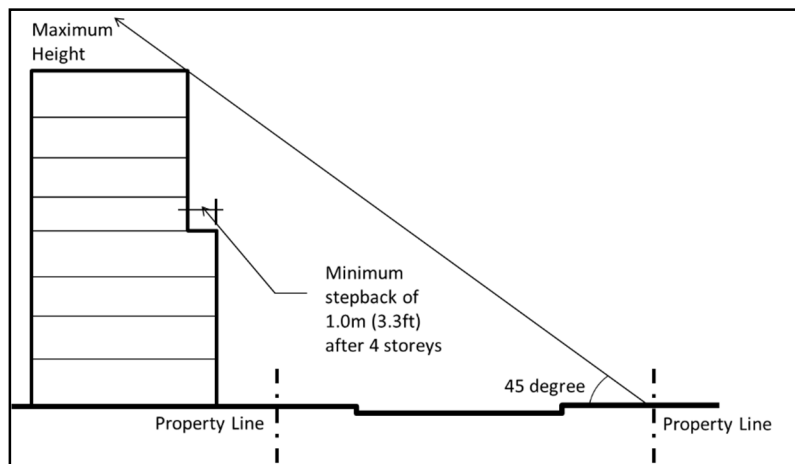
- iii. <sup>1</sup>Building heights shall be transitioned through appropriate stepbacks as per Figure 6.13a.

<sup>23</sup>Figure 6.13a: Fort Mall Site Maximum Heights Diagram



- b) The maximum building height for buildings greater than 5 storeys shall be limited by the application of a 45 degree angular plane, as per Figure 6.13b.

Figure 6.13b: 45 Degree Angular Plane Method for Determining Height Maximums



<sup>1</sup> C10-16

<sup>2</sup> C23-14

<sup>3</sup> C10-16

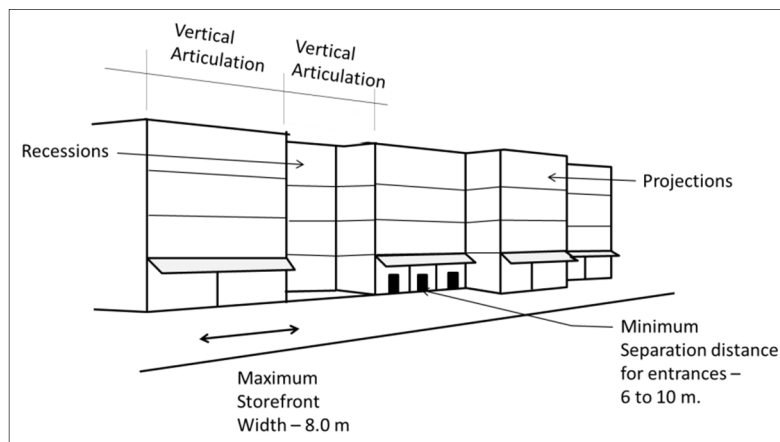


- c) The maximum parapet height for all new buildings shall not exceed 1.5m (4.9ft); and
- d) Vents, mechanical rooms and equipment, elevator penthouses etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building.

#### 6.13.5 Street Character and Pedestrian Realm

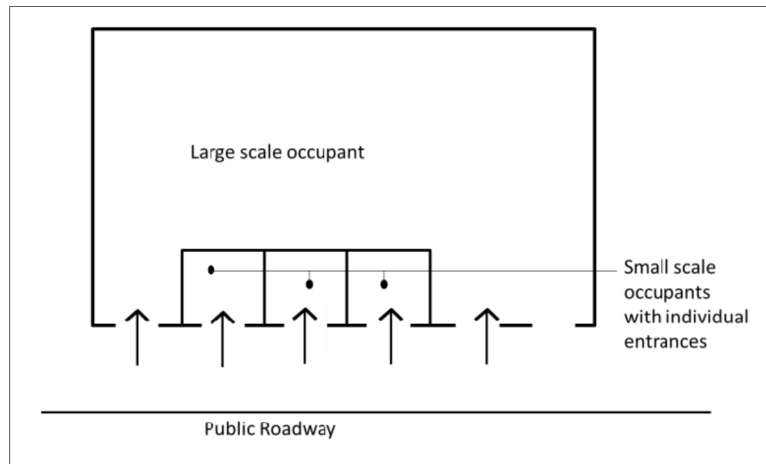
- a) For buildings where the ground floor is occupied by non-residential tenancy, the front setback shall be hard surfaced with a consistent treatment and theme from the City sidewalk to the satisfaction of the Development Authority;
- b) To avoid monotony in architecture, all buildings shall be required to provide a vertical articulation in the streetwall fronting public roads using a variety of colours, materials, projections as well as recessions in the building façade, as per (Figure 6.13c);

**Figure 6.13c: Vertical Articulation Specifications**



- c) Individual retail store frontages along 99 Avenue at ground floor shall not exceed 8.0m (26.3ft) in width, as per Figure 6.13c;
- d) Where feasible, entrances for commercial and office uses shall be located at intervals of 6.0m to 10.0m (19.7ft to 32.8ft) along building façades fronting public roadway; and
- e) For new construction, large scale commercial uses at ground floor shall be required to provide small scale individualized tenancy fronting the public roadway, as per Figure 6.13d.

**Figure 6.13d: Small Scale Occupancy in Large Scale Commercial Uses**



#### **6.13.6 Open Space and Linkages**

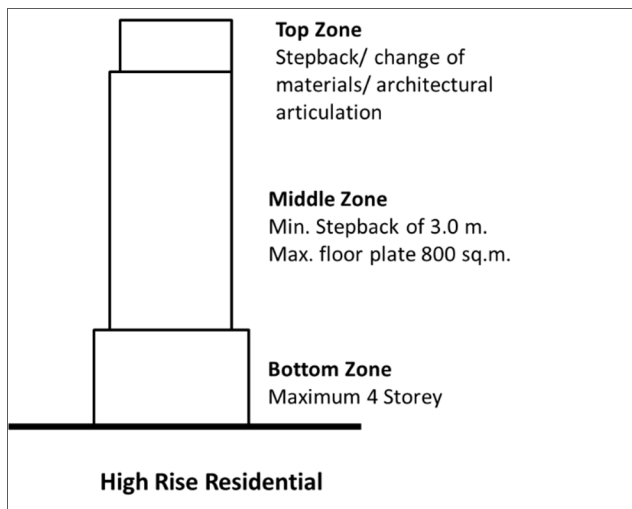
- a) A minimum 15% of the Fort Mall site area shall be dedicated as publically-accessible open space that is connected to the wider city level open space network;
- b) Open space shall be developed and landscaped in accordance with Section 4.8 to 4.11 of this Bylaw. In addition, street furniture such as benches, waste receptacles, garden lighting, etc. may be required to enhance the open space to the satisfaction of Development Authority; and
- c) New private or public roads in this district shall be designed in a manner to re-establish the typical block pattern and the street grid found in Fort Saskatchewan's downtown.

#### **6.13.7 Building Massing and Architectural Character**

- a) Buildings at the intersection of the following streets shall be required to incorporate special architectural treatment to mark entrances to the downtown and key focal points:
  - i. 99 Avenue and 106 Street; and
  - ii. 99 Avenue and 108 Street.
- b) Buildings more than 5 storeys shall provide three distinct vertical zones, as per Figure 6.13e, and meet the following step back requirements:

- i. The base zone shall be a minimum of two storeys and a maximum four storeys, and shall be integrated with townhouses, apartments or commercial retail units; and
- ii. The middle zone shall provide a minimum setback of 3.0m (9.8ft) and a maximum floor plate of 800m<sup>2</sup> (8611ft<sup>2</sup>).
- iii. The top zone shall be required for high rise buildings and shall include the top three stories. The top zone shall provide either an additional setback or a change in material/colour or special architectural treatment to the satisfaction of the Development Authority.

**Figure 6.13e: Vertical Zones in Mid-rise and High-rise Buildings**



- c) A minimum separation distance of 25.0m (82.0ft) measured perpendicularly to building face shall be provided between the shafts (middle zones) of two high rise towers;
- d) Building façade on corner sites shall address both public roadways;
- e) New developments shall be encouraged to incorporate public art into building façades; and
- f) Large blank façades with opaque surfaces shall be minimised to the satisfaction of the Development Authority.

#### **6.13.8 Pedestrian Entrances**

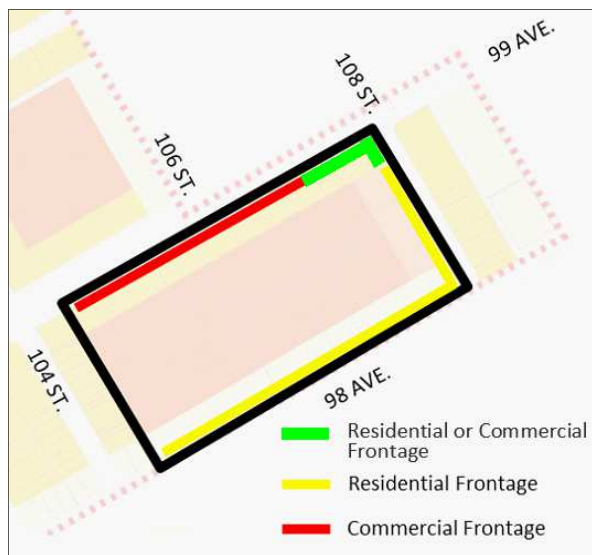
- a) Ground floor entrances for commercial/office uses shall be level with grade of the adjacent sidewalk;

- b) Ground floor entrances for residential units fronting public road shall provide a 1.0m (3.3ft) grade separation from adjacent sidewalk to provide visual privacy for residential units; and
- c) Entrances to commercial uses at ground floor and residential uses above ground level shall be architecturally differentiated from each other.

#### 6.13.9 Ground Floor Treatment

- a) The land uses along ground floors of all buildings shall be as per Figure 6.13f, whereas:
  - i. Ground floor uses along 99 Avenue shall be limited to commercial or residential development;
  - ii. Ground floor uses along 98 Avenue shall be limited to residential development; and
  - iii. <sup>1</sup>(Deleted)

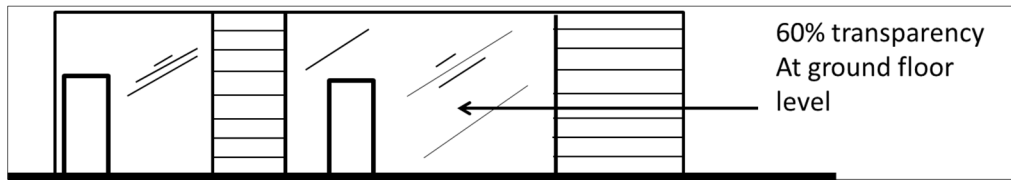
**Figure 6.13f: Ground Floor Frontage Use Designations**



- b) Facade improvement or facades for newly constructed buildings with non-residential uses located on the ground floor facing a public street or public area shall provide a minimum 60% transparency on the ground floor level to encourage pedestrian interactions and safety, as per Figure 6.13g.

<sup>1</sup> C10-16

**Figure 6.13g: Transparency in Ground Level Commercial Developments**

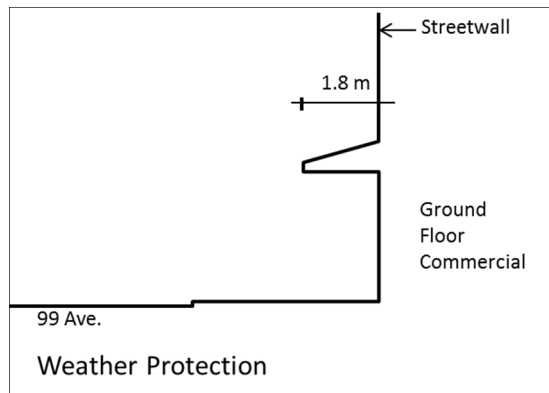


- c) Principal entrances of dwelling units or commercial retail units provided at the ground floor level shall provide direct access to the adjacent public sidewalk.

#### **6.13.10 Canopies and Weather Protection**

- a) A continuous weather protection of minimum 1.8m (5.9ft) width at the ground floor of all building façades fronting 99 Avenue shall be encouraged, as per Figure 6.13h.

**Figure 6.13h: Canopies and Weather Protection**

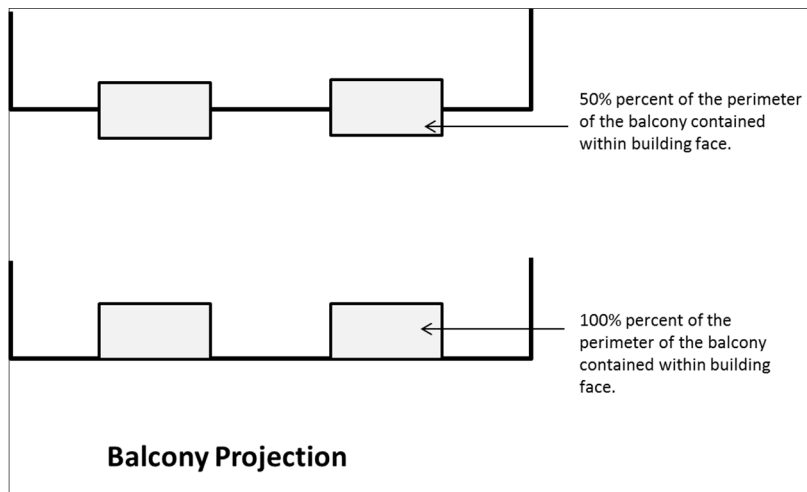


#### **6.13.11 Building Projections**

- a) <sup>1</sup>Balconies on the streetwall shall be partly or fully recessed from the building face with approximately 50% of their perimeter contained by exterior walls of the building, as per Figure 6.13i.

<sup>1</sup> C10-16

**Figure 6.13i: Balcony Projection**



- b) Balcony projections may project beyond the floor plate restrictions or the front streetwall up to a maximum of 1.0m (3.3ft) but shall in no case project beyond the property line.

#### **6.13.12 <sup>1</sup>General Parking Requirements**

- a) On-site parking should be provided at the rear or sides of buildings, within underground parkade or above-ground parking structures. Surface parking areas should not be developed adjacent to any public roadway other than a lane, unless a suitable interface with the abutting street is provided to the satisfaction of the Development Authority.
- b) Corner sites may have surface parking areas located on the side of the building, facing the flanking roadway when screened from public view.
- c) The Development Authority may consider granting additional Floor Area Ratio, if the applicant agrees to provide underground parking stalls to meet all parking requirements of the project.
- d) Uses and developments not specified in an approved Parking Impact Assessment shall meet the Minimum Parking Requirements for Downtown, as per Table 11.e. Drive-through service should be limited;
- e) Structured parking facilities shall generally be provided at locations internal to the site. If such parking facilities are located fronting a public roadway, then the following design considerations shall be utilized:

---

<sup>1</sup> C10-16

- i. Ground floor shall include retail uses with multiple entrances;
- ii. Entrance to the parking facility shall be designed with special architectural treatment to maintain the integrity of retail frontage; and
- iii. The facade of the upper storeys of the parking facility shall be designed to reflect residential or commercial building character.

#### **6.13.13 <sup>1</sup>Circulation, Accesses, Loading and Waste Collection**

- a) <sup>2</sup>(Deleted)
- b) All vehicular access to parking and on-site service areas, parking facilities, waste storage/collection areas as well as loading facilities shall be screened from public roadways using enhanced landscape treatment or special architectural features.
- c) Where possible, vehicular entrances to underground parking facilities and passenger drop-off areas shall be provided from the rear of buildings.
- d) Internal roadway network shall be designed to improve walkability and reduce shortcutting by vehicular traffic.
- e) <sup>3</sup>(Deleted)
- f) <sup>4</sup>(Deleted)
- g) <sup>5</sup>(Deleted)
- h) Garbage and recycling containers shall provide a minimum setback of 1.0m (3.3ft) from a property line and be screened using appropriate architectural or landscaping treatment to the satisfaction of Development Authority.
- i) <sup>6</sup>(Deleted)

---

<sup>1</sup> C10-16

<sup>2</sup> C10-16

<sup>3</sup> C10-16

<sup>4</sup> C10-16

<sup>5</sup> C10-16

<sup>6</sup> C10-16

#### **6.13.14 Signage**

- a) Buildings on corner sites shall provide signage on both building façades; and
- b) Projecting signs may project beyond the streetwall by a maximum of 1.0m (3.3ft) and should be restricted to ground floor only.

#### **6.13.15 Outside enclosures for Kennels**

- a) Outdoor enclosures for kennels shall be located to minimize impact on surrounding developments, and shall be enclosed on all sides by fencing or landscaping, or a combination of both.

#### **6.13.16 Additional Development Regulations for C5**

- b) <sup>1</sup>All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 6.1 to 6.7 of Part 6 - Commercial Land Use Districts, Part 11 - Parking and Loading, and Part 12 – Signs.
- c) Except for off-street parking, loading areas and approved patios, all business activities shall be carried out entirely within completely enclosed buildings or structures. Sidewalk sales, tent sales, or farmers markets shall be considered in the approved open space areas such as parking lots or plazas in accordance with the regulations for Temporary Outdoor Events; and
- d) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood.

---

<sup>1</sup> C10-16





Photos of the current enclosure



View of the west building elevation and enclosure (June 21, 2017)





View of the south building elevation and the enclosure (June 21, 2017)

**CITY OF FORT SASKATCHEWAN**  
**Council Remuneration & Expense Procedure**

---

**Motions:**

1. That Council adopt Council Remuneration & Expenses Procedure GOV-009-C.
2. That Council repeal the City Council Remuneration Policy GOV-009-C.
3. That Council repeal the City Council Remuneration Procedure GOV-009-C.
4. That Council repeal the Travel and Expense Claims Policy FIN-012-C.

**Purpose:**

That Council be presented with information on the impacts of removing any timeline references relating to the payment of remuneration and expenses.

**Background:**

Following Council direction, an administrative review of the City Council Remuneration Policy and Procedure, and Travel and Expense Claims Policy was conducted. The recommended approach to address challenges and gaps that exist with the current policies was to proceed with one dedicated policy and procedure. At the June 13, 2017 meeting, the Council Remuneration & Expense Policy GOV-009-C was adopted.

When the Council Remuneration & Expense Procedure was presented for adoption, comments were received related to eligible remuneration and per diems regarding the timeline before and after 4:30 p.m. The following motion was approved:

*That Council refer the Council Remuneration & Expense Procedure – GOV-009-C back to Administration to review the impact of removing 3.8(b), including other applicable sections in the Procedure relating to collecting remuneration and per diems for board and committee meetings held before or after 4:30 p.m., and further that this item be brought back to the June 27, 2017 regular Council meeting.*

The Procedure has been modified based on the comments received at the meeting. The revised Procedure (Appendix A), as well as the original Procedure (Appendix B) presented at the June 13 meeting have both been attached to this report for comparison purposes.

The following provisions taken from the Procedure have been highlighted to indicate the revisions proposed, and to address the impacts of those references to remuneration and per diems, either before or after 4:30 p.m.

**Revised Section:**

**2.2.b Councillor base remuneration for activities include:**

- i. participation in all Council and Council committee meetings ~~after 4:30 p.m.~~;
- ii. participation in all meetings for boards, committees, or commissions ~~after 4:30 p.m.~~ where the Councillor has been appointed by Council;
- v. attendance at community functions where the Councillor has been invited to attend, and is acting in an official capacity ~~(if prior to 4:30 p.m., per diems may apply).~~

Removed Section:

- 3.3 ~~Per diems are intended to reimburse Councillors for daytime events prior to 4:30 p.m., which may take them away from their regular place of employment.~~

New Section:

- 3.7 Councillors shall be eligible to receive per diems for attendance at Council meetings, or board, committee, and commission meetings where Councillors have been appointed by Council, when the meeting is 6 hours or longer in length.

Revised Section:

- 3.9 Per diems shall not be paid for attendance at the following:
- a. any Council and Council committee meetings, unless 6 hours or longer in length after 4:30 p.m.;
  - b. participation in any meetings for boards, committees, or commissions where the Councillor has been appointed by Council, unless 6 hours or longer in length and which are held after 4:30 p.m.;

In summary, removing the references to 4:30 p.m. would prohibit Councillors from claiming per diems for Council and Council committee meetings, or board, committee, and commission meetings (unless 6 hours in length).

Should Council support the changes which have been made to the revised Procedure, the following indicates which boards, committees, and commissions Members would be eligible to collect per diems from:

- Alberta Capital Region Wastewater Commission (*daytime meetings*)
- Assessment Review Board (*daytime meetings*)
- Capital Region Assessment Services Commission (*daytime meetings*)
- Capital Region Board (*daytime meetings*)
- Capital Region Northeast Water Services Commission (*daytime meetings*)
- Subdivision & Development Appeal Board (*typically daytime meetings; per diems eligible as per the Subdivision & Development Appeal Board Bylaw C21-15*)

With exception to the Subdivision & Development Appeal Board, all other organizations listed are external and per diems would be approved through their individual processes.

Feedback Received:

At the June 27 Council meeting the procedure was removed from the Agenda to obtain additional feedback to ensure that the procedure represented the will of Council. This feedback has not yet been incorporated into the Procedure and would require amendments be made. A list of the feedback provided is all follows:

1. Removal of section 1.2. Funds from one Member's budget would no longer be transferrable to another Member's budget.
2. Per diems of any kind should be removed from the procedure and no longer be made available to Council.

3. A specific number of per diems per year would be permitted for each member of Council to be claimed as the Member deemed appropriate.

4. Replace the previously removed section 3.3 with the following:

“Per diems are intended to reimburse Councillors for attendance at functions they are required to attend by direction of Council, which may take them away from their regular place of employment.”

5. Remove sections 3.7, 3.9(a), and 3.9(b)

6. Section 5.4 be reworded to the following:

“Members of Council shall complete an expense claim, including original or copies of receipts, with for any expense reimbursements.”

7. Remove sections 3.7, 3.9(a), and 3.9(b)

#### **Next Steps:**

1. Adopt the Council Remuneration & Expense Procedure – GOV-009-C;
2. Upon adoption of the Procedure, the City Council Remuneration Policy and Procedure – GOV-009-C should be repealed; and
3. As Council-related information has been extracted from the Travel and Expense Claims Policy - FIN-012-C, this Policy should also be repealed. As a replacement, the Employee Business Expense Policy and Procedure – FIN-012-A (Appendix E), would approved as administrative documents.

#### **Recommendation:**

That Council adopt Council Remuneration & Expense Procedure, repeal City Council Remuneration Policy and Procedure – GOV-009-C, and Travel and Expense Claims Policy – FIN-012-C.

#### **Attachments:**

1. Appendix A – Revised Council Remuneration & Expense Procedure – GOV-009-C
2. Appendix B – Council Remuneration & Expense Procedure – GOV-009-C
3. Appendix C – City Council Remuneration Policy – GOV-009-C
4. Appendix D – Travel and Expense Claims Policy – FIN-012-C
5. Appendix E – Employee Business Expense Policy & Procedure – FIN-012-A

---

Prepared by:	Robert Stephenson Senior Legislative Officer	Date: July 4, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017

COUNCIL  
PROCEDURE



GOV-009-C

REVISED  
COUNCIL REMUNERATION & EXPENSES

Date Issued: \_\_\_\_\_, 2017

Responsibility: City Council

Current Revision: \_\_\_\_\_, 2017

Cross Reference:  
• Council Remuneration & Expense Policy  
GOV-009-C

PURPOSE

To provide direction on the processes related to payment of remuneration and per diems, and the reimbursement of eligible expenses for members of Council. Members of Council are not expected to subsidize the operations of the City, or provide benefit to themselves or members of their family at the City's expense.

DEFINITIONS

Chief Financial Officer – shall mean the person who is appointed to the position by the City Manager.

City – shall mean the City of Fort Saskatchewan

City Boundary – shall mean the area within the City's corporate limits

Council – shall mean the municipal Council of the City of Fort Saskatchewan

Council Committee – shall mean any committee, board, or other body established by bylaw or resolution, or which a member of Council is appointed to

Deputy Mayor – shall mean the member who is appointed pursuant to the Act as Mayor in the absence or incapacity of the Mayor

Director, Legislative Services – shall mean the person appointed to the position by the City Manager

Expense Claim – shall mean the City's Expense Claim Form required for reimbursement of expenses

Mayor – shall mean the Chief Elected Official for the City and is a member of Council

Members – shall mean a member of Council for the City of Fort Saskatchewan

Per Diems – shall mean a pre-determined amount to compensate members of Council for their attendance at Council-related events, paid in accordance with this Procedure

Remuneration – shall mean the annual pre-determined base level of compensation paid to members of Council



**1. General Provisions:**

- 1.1 Within the overall budget allocated for each Member, i.e., for per diems (where applicable), professional development, and expenses, funds could be used between accounts to offset any short fall. The total of these accounts shall not exceed the overall budget allocation.
- 1.2 Should a Member expend their total budget:
  - a. the Member may make a request to transfer funding from another Member's budget;
  - b. the Member granting permission to such a request shall provide consent in writing and forwarded to the Legislative Services Department;
  - c. upon receipt of written confirmation, funds will be transferred Internally from one Member to the other; and
  - d. the transfer of funds will be posted using the same method as expenses on the City's website.
- 1.3 On a quarterly basis, monthly Member per diems (internal and external boards and committees) and expense claims, including receipts for each expenditure, shall be posted on the City's website.
- 1.4 Any expenses for the Mayor shall be reviewed and approved by the Chief Financial Officer.
- 1.5 Any expenses or per diems for Councillors' shall be reviewed and approved by the Director, Legislative Services.
- 1.6 Funds shall only be drawn from the Member's current fiscal year budget.
- 1.7 Funds may not be carried over from one budget year to the next fiscal year.

**2. Remuneration:**

- 2.1 Mayor:
  - a. The position of Mayor is considered to be full-time. The Mayor will receive an annual remuneration, paid bi-weekly.
  - b. The Mayor's remuneration shall be considered compensation for all duties of the office.
- 2.2 Councillor:
  - a. The position of Councillor is considered to be part-time. Each Councillor shall receive an annual base remuneration, paid bi-weekly.
  - b. Councillor base remuneration for activities include:
    - i. participation in all Council and Council committee meetings after 4:30 p.m.;
    - ii. participation in all meetings for boards, committees, or commissions after 4:30 p.m. where the Councillor has been appointed by Council;



- iii. personal preparation for all meetings referenced above;
  - iv. participation in meetings with the City Manager or members of the Administration, for any purpose; and
  - v. attendance at community functions where the Councillor has been invited to attend, and is acting in an official capacity (if prior to 4:30 p.m., per diems may apply).
- 2.3 Every 4 years, prior to a new term of Council, the base amount of Member remuneration shall be reviewed by the People Services Department.
- a. Council remuneration shall be determined based on the average market maximum through a survey of comparable municipalities in Alberta, and/or other factors at the discretion of Council;
  - b. The comparable municipalities are:
    - i. Cities – Spruce Grove, Camrose, Leduc, Lloydminster, Airdrie, and
    - ii. Towns – Okotoks, and Cochrane;
- 2.4 On an annual basis, Council remuneration shall be adjusted based on the increase in the Annual Cost of Living Index for the Edmonton Region, as determined by Statistics Canada as of December 31<sup>st</sup>. This review will be conducted by the People Services Department;
- 2.5 All Council remuneration shall be in accordance with applicable federal and provincial legislation.
3. **Per Diems:**
- 3.1 Every 4 years, prior to a new term of Council, the amount of Councillor per diems shall be reviewed by the People Services Department.
  - 3.2 As the Mayor does not receive per diems from the City, the Mayor may receive any applicable per diems from organizations which they are a member.
  - ~~3.3 Per diems are intended to reimburse Councillors for daytime events prior to 4:30 p.m., which may take them away from their regular place of employment.~~
  - 3.4 Councillors may receive per diems from organizations which they are an appointed member. However, Councillors shall not claim per diems from both the organization and the City for the same event.
  - 3.5 The Deputy Mayor shall be eligible for and shall receive per diems, pursuant with this Procedure, for attending events on behalf of the Mayor.
  - 3.6 Councillors shall be eligible to receive per diems for attending functions or events as an official Council representative, at the request of the Mayor, or at the request of Council.

3.7 Councillors shall be eligible to receive per diems for attendance at Council meetings, or board, committee, or commission meetings where Councillors have been appointed by Council, when the meeting is 6 hours or longer in length.

3.8 Per diems shall be paid at a rate of \$100 per half day and \$200 per full day.

- a. A half day per diem is defined as being from 2 to 4 hours.
- b. A full day per diem is defined as being in excess of 4 hours.
- c. Travel time shall form part of the per diem calculation.

3.9 Per diems shall not be paid for attendance at the following:

- a. any Council and Council committee meetings, unless 6 hours or longer in length after 4:30 p.m.;
- b. participation in any meetings for boards, committees, or commissions where the Councillor has been appointed by Council, unless 6 hours or longer in length and which are held after 4:30 p.m.;
- c. sporting events;
- d. general public appearances;
- e. community events, i.e., Canada Day, Remembrance Day, etc.;
- f. social events; and
- g. attendance at political party functions or fundraisers of any type.

4. **Professional Development:**

4.1 Eligible professional development expenses include:

- a. registration costs for attendance at conferences, seminars, workshops, meetings, or other related events; and
- b. costs for transportation, accommodation, and meals which are not included in the registration.

4.2 On an annual basis, Council shall allocate professional development funding to Members for their attendance at functions as described in Section 4.1.

4.3 Costs incurred when travelling for professional development and meetings beyond the City boundaries will be reimbursed for actual mileage distance, paid in accordance with this Procedure.

4.4 Funds shall not be carried over from one budget to the next.

5. **Expenses:**

5.1 Eligible expenses include costs associated with meals, transportation, mileage, and accommodation, pursuant to this Procedure.

- 5.2 Personal expenses, personal care items, medical expenses (in excess of those covered by the City's medical benefits, if applicable), expenses related to political party fundraisers, or expenses for initiatives not directed by Council, shall not be eligible for reimbursement.
- 5.3 The following provisions apply to expenses for a Member's spouse or partner:
- a. When a spouse/partner attends an out-of-town function/conference with the member of Council, expenses related to the spouse/partner's travel, meals, registration, and extra-curricular events are considered personal in nature, and shall not be eligible for reimbursement.
  - b. When a spouse/partner is invited to accompany a Member to a conference banquet/gala, social, or fundraising event, and the member is attending the event in an official capacity, the spouse/partner's ticket may be charged to the Member's budget.
- 5.4 Members of Council shall complete an expense claim for any expense reimbursements.
- 5.5 Expense claims shall be submitted for reimbursement within 5 days following the end of the month, and must be accompanied by original receipts which detail the expenses.
- 5.6 Gratuities for eligible meals and transportation fares shall not exceed 15% on the expense.
- 5.7 Where it is determined that a Member has submitted a false or incorrect expense claim, the expense shall be rectified immediately, and repaid to the City.
6. **Promotional Budget:**
- 6.1 The Mayor shall receive an annual corporate promotional budget to assist in carrying out the duties of the Mayor. The corporate promotional budget:
- a. is for expenditures related to the promotion of Council and the City, and may include sponsoring, donations and promotional requests for not-for-profit groups, the public, fundraising, or community events;
  - b. expenditures shall be consistent with the City's corporate values and should enhance and protect the reputation of Council and the City;
  - c. expenditures shall be non-partisan; and
  - d. permits the Mayor to use promotional funds in accordance with the provisions of this Procedure.
- 6.2 Councillors shall each receive an annual promotional budget to assist in carrying out their duties, and they shall ensure use of promotional budgets:
- a. are related to their role;
  - b. are consistent with the City's corporate values and should enhance and protect the reputation of Council and the City; and
  - c. are used in a non-partisan manner.

- 6.3 Councillors may allocate or expend their promotional budget at their discretion, for promotion of Council in accordance with the provisions of this Procedure.
- 6.4 Councillors may use their promotional funds to purchase items from the corporate promotional budget.
- 6.5 Councillors may transfer or combine all or a portion of their promotional budget with another Councillor:
  - a. any Councillor requests and subsequent permissions received to transfer or combine promotional funds shall be submitted to Legislative Services in writing.

7. **Transportation:**

- 7.1 Members using personal vehicles for Council business shall be compensated in accordance with this Procedure.
- 7.2 Members shall be provided with a monthly car allowance in the amount of \$200 per month for the Mayor and \$50 per month for Councillors.
- 7.3 Private vehicle use:
  - a. Members shall be reimbursed for actual distance traveled outside the City, based on the Government of Alberta mileage rates.
  - b. Members completing an expense claim shall include details of the business purpose, location, departure dates, and distance travelled with each claim.
  - c. If two or more Members travel together in the same vehicle while on Council business, only one Member may claim mileage for the distance travelled.
  - d. Fines for moving violations incurred while conducting Council business are the responsibility of the Member and are not eligible for reimbursement.
- 7.4 When travelling outside the City boundaries, the most economical and practical means of travel shall be used.

8. **Accommodation:**

- 8.1 Eligible expenses include commercial accommodations for conferences, meetings, or other events, when necessary.
- 8.2 Accommodation expenses shall be reimbursed at the approved event rate, government rate, or other economical accommodation in the locale of the event.
- 8.3 Costs associated with any personal entertainment, such as movies and in-room items or services are not eligible for reimbursement. Room service meals may be eligible for expense.
- 8.4 Where private arrangements for accommodation are made and commercial accommodations are not used, a daily allowance based on (Government of Alberta) rates may be claimed.

9. **Meals:**

- 9.1 When travelling on Council-related business, a Member may claim either the actual cost of the meal or the meal allowance. The actual cost of the meal is the amount shown on the receipt, excluding alcohol, plus a gratuity not to exceed 15%.
  - 9.2 The maximum reimbursement for food and beverages is \$100 per day, with the cost a single meal not exceeding \$50, plus taxes and gratuities.
  - 9.3 Meal allowances are based on Government of Alberta meal allowance rates.
  - 9.4 When a Member attends a conference, meeting, or other event where a meal has been provided, the Member shall not claim a meal allowance. Exception shall be made if the Member has purchased a meal and provided a detailed receipt with their expense claim.
  - 9.5 Members shall require detailed receipts when submitting an expense claim.
  - 9.6 When a Member is travelling on Council-related business, the Member may be reimbursed for the following meal allowances:
    - a. Breakfast – if departure or return time is earlier than 7:30 a.m.;
    - b. Lunch – if the departure time is earlier or later than 1:00 p.m.; and
    - c. Dinner – if the departure or return time is later than 6:30 p.m.
  - 9.7 When Members submit expense claims for Council related beverage/meal meetings (excluding alcohol), the names of those in attendance and the purpose of the meeting shall be recorded on the receipt.
  - 9.8 If a meal is included in the cost of airfare, a Member shall not claim a meal allowance, unless the flight is delayed.
10. **Equipment:**
- 10.1 While in office, Members will be provided with a tablet device to assist with carrying out their duties.
  - 10.2 Any equipment provided to Members remain the property of the City, and shall be returned when the individual is no longer an elected official for the City.
  - 10.3 Should a Member wish to use their own smartphone for Council business, a monthly allocation of up to \$100 may be expensed from their Phone, Cell, Fax & Internet GL budget, upon completion of an expense claim and submission of receipts.
11. **Benefits:**
- 11.1 Members may participate in the City's benefit programs, where eligible. Benefits include, but are not limited to:
    - a. extended health;
    - b. dental;
    - c. life insurance;
    - d. out of country travel insurance;
    - e. health care spending account;
    - f. discount on entry fees to City-owned and operated recreation facilities; and

- g. other savings or discounts available to all City employees.

COUNCIL  
PROCEDURE



GOV-009-C

COUNCIL REMUNERATION & EXPENSES

Date Issued: \_\_\_\_\_, 2017

Responsibility: City Council

Current Revision: \_\_\_\_\_, 2017

- Cross Reference:
- Council Remuneration & Expense Policy  
GOV-009-C

PURPOSE

To provide direction on the processes related to payment of remuneration and per diems, and the reimbursement of eligible expenses for members of Council. Members of Council are not expected to subsidize the operations of the City, or provide benefit to themselves or members of their family at the City's expense.

DEFINITIONS

Chief Financial Officer – shall mean the person who is appointed to the position by the City Manager.

City – shall mean the City of Fort Saskatchewan

City Boundary – shall mean the area within the City's corporate limits

Council – shall mean the municipal Council of the City of Fort Saskatchewan

Council Committee – shall mean any committee, board, or other body established by bylaw or resolution, or which a member of Council is appointed to

Deputy Mayor – shall mean the member who is appointed pursuant to the Act as Mayor in the absence or incapacity of the Mayor

Director, Legislative Services – shall mean the person appointed to the position by the City Manager

Expense Claim – shall mean the City's Expense Claim Form required for reimbursement of expenses

Mayor – shall mean the Chief Elected Official for the City and is a member of Council

Members – shall mean a member of Council for the City of Fort Saskatchewan

Per Diems – shall mean a pre-determined amount to compensate members of Council for their attendance at Council-related events, paid in accordance with this Procedure

Remuneration – shall mean the annual pre-determined base level of compensation paid to members of Council

**1. General Provisions:**

- 1.1 Within the overall budget allocated for each Member, i.e., for per diems (where applicable), professional development, and expenses, funds could be used between accounts to offset any short fall. The total of these accounts shall not exceed the overall budget allocation.
- 1.2 Should a Member expend their total budget:
  - a. the Member may make a request to transfer funding from another Member's budget;
  - b. the Member granting permission to such a request shall provide consent in writing and forwarded to the Legislative Services Department;
  - c. upon receipt of written confirmation, funds will be transferred Internally from one Member to the other; and
  - d. the transfer of funds will be posted using the same method as expenses on the City's website.
- 1.3 On a quarterly basis, monthly Member per diems (internal and external boards and committees) and expense claims, including receipts for each expenditure, shall be posted on the City's website.
- 1.4 Any expenses for the Mayor shall be reviewed and approved by the Chief Financial Officer.
- 1.5 Any expenses or per diems for Councillors' shall be reviewed and approved by the Director, Legislative Services.
- 1.6 Funds shall only be drawn from the Member's current fiscal year budget.
- 1.7 Funds may not be carried over from one budget year to the next fiscal year.

**2. Remuneration:**

- 2.1 Mayor:
  - a. The position of Mayor is considered to be full-time. The Mayor will receive an annual remuneration, paid bi-weekly.
  - b. The Mayor's remuneration shall be considered compensation for all duties of the office.
- 2.2 Councillor:
  - a. The position of Councillor is considered to be part-time. Each Councillor shall receive an annual base remuneration, paid bi-weekly.
  - b. Councillor base remuneration for activities include:
    - i. participation in all Council and Council committee meetings after 4:30 p.m.;
    - ii. participation in all meetings for boards, committees, or commissions after 4:30 p.m. where the Councillor has been appointed by Council;



- iii. personal preparation for all meetings referenced above;
  - iv. participation in meetings with the City Manager or members of the Administration, for any purpose; and
  - v. attendance at community functions where the Councillor has been invited to attend, and is acting in an official capacity (if prior to 4:30 p.m., per diems may apply).
- 2.3 Every 4 years, prior to a new term of Council, the base amount of Member remuneration shall be reviewed by the People Services Department.
  - a. Council remuneration shall be determined based on the average market maximum through a survey of comparable municipalities in Alberta, and/or other factors at the discretion of Council;
  - b. The comparable municipalities are:
    - i. Cities – Spruce Grove, Camrose, Leduc, Lloydminster, Airdrie, and
    - ii. Towns – Okotoks, and Cochrane;
- 2.4 On an annual basis, Council remuneration shall be adjusted based on the increase in the Annual Cost of Living Index for the Edmonton Region, as determined by Statistics Canada as of December 31<sup>st</sup>. This review will be conducted by the People Services Department;
- 2.5 All Council remuneration shall be in accordance with applicable federal and provincial legislation.
- 3. **Per Diems:**
  - 3.1 Every 4 years, prior to a new term of Council, the amount of Councillor per diems shall be reviewed by the People Services Department.
  - 3.2 As the Mayor does not receive per diems from the City, the Mayor may receive any applicable per diems from organizations which they are a member.
  - 3.3 Per diems are intended to reimburse Councillors for daytime events prior to 4:30 p.m., which may take them away from their regular place of employment.
  - 3.4 Councillors may receive per diems from organizations which they are an appointed member. However, Councillors shall not claim per diems from both the organization and the City for the same event.
  - 3.5 The Deputy Mayor shall be eligible for and shall receive per diems, pursuant with this Procedure, for attending events on behalf of the Mayor.
  - 3.6 Councillors shall be eligible to receive per diems for attending functions or events as an official Council representative, at the request of the Mayor, or at the request of Council.

3.7 Per diems shall be paid at a rate of \$100 per half day and \$200 per full day.

- a. A half day per diem is defined as being from 2 to 4 hours.
- b. A full day per diem is defined as being in excess of 4 hours.
- c. Travel time shall form part of the per diem calculation.

3.8 Per diems shall not be paid for attendance at the following:

- a. any Council and Council committee meetings after 4:30 p.m.;
- b. participation in any meetings for boards, committees, or commissions where the Councillor has been appointed by Council, and which are held after 4:30 p.m.;
- c. sporting events;
- d. general public appearances;
- e. community events, i.e., Canada Day, Remembrance Day, etc.;
- f. social events; and
- g. attendance at political party functions or fundraisers of any type.

**4. Professional Development:**

4.1 Eligible professional development expenses include:

- a. registration costs for attendance at conferences, seminars, workshops, meetings, or other related events; and
- b. costs for transportation, accommodation, and meals which are not included in the registration.

4.2 On an annual basis, Council shall allocate professional development funding to Members for their attendance at functions as described in Section 4.1.

4.3 Costs incurred when travelling for professional development and meetings beyond the City boundaries will be reimbursed for actual mileage distance, paid in accordance with this Procedure.

4.4 Funds shall not be carried over from one budget to the next.

**5. Expenses:**

5.1 Eligible expenses include costs associated with meals, transportation, mileage, and accommodation, pursuant to this Procedure.

5.2 Personal expenses, personal care items, medical expenses (in excess of those covered by the City's medical benefits, if applicable), expenses related to political party fundraisers, or expenses for initiatives not directed by Council, shall not be eligible for reimbursement.

- 5.3 The following provisions apply to expenses for a Member's spouse or partner:
- a. When a spouse/partner attends an out-of-town function/conference with the member of Council, expenses related to the spouse/partner's travel, meals, registration, and extra-curricular events are considered personal in nature, and shall not be eligible for reimbursement.
  - b. When a spouse/partner is invited to accompany a Member to a conference banquet/gala, social, or fundraising event, and the member is attending the event in an official capacity, the spouse/partner's ticket may be charged to the Member's budget.
- 5.4 Members of Council shall complete an expense claim for any expense reimbursements.
- 5.5 Expense claims shall be submitted for reimbursement within 5 days following the end of the month, and must be accompanied by original receipts which detail the expenses.
- 5.6 Gratuities for eligible meals and transportation fares shall not exceed 15% on the expense.
- 5.7 Where it is determined that a Member has submitted a false or incorrect expense claim, the expense shall be rectified immediately, and repaid to the City.

**6. Promotional Budget:**

- 6.1 The Mayor shall receive an annual corporate promotional budget to assist in carrying out the duties of the Mayor. The corporate promotional budget:
- a. is for expenditures related to the promotion of Council and the City, and may include sponsoring, donations and promotional requests for not-for-profit groups, the public, fundraising, or community events;
  - b. expenditures shall be consistent with the City's corporate values and should enhance and protect the reputation of Council and the City;
  - c. expenditures shall be non-partisan; and
  - d. permits the Mayor to use promotional funds in accordance with the provisions of this Procedure.
- 6.2 Councillors shall each receive an annual promotional budget to assist in carrying out their duties, and they shall ensure use of promotional budgets:
- a. are related to their role;
  - b. are consistent with the City's corporate values and should enhance and protect the reputation of Council and the City; and
  - c. are used in a non-partisan manner.
- 6.3 Councillors may allocate or expend their promotional budget at their discretion, for promotion of Council in accordance with the provisions of this Procedure.
- 6.4 Councillors may use their promotional funds to purchase items from the corporate promotional budget.

- 6.5 Councillors may transfer or combine all or a portion of their promotional budget with another Councillor:

- a. any Councillor requests and subsequent permissions received to transfer or combine promotional funds shall be submitted to Legislative Services in writing.

**7. Transportation:**

- 7.1 Members using personal vehicles for Council business shall be compensated in accordance with this Procedure.
- 7.2 Members shall be provided with a monthly car allowance in the amount of \$200 per month for the Mayor and \$50 per month for Councillors.
- 7.3 Private vehicle use:
- a. Members shall be reimbursed for actual distance traveled outside the City, based on the Government of Alberta mileage rates.
  - b. Members completing an expense claim shall include details of the business purpose, location, departure dates, and distance travelled with each claim.
  - c. If two or more Members travel together in the same vehicle while on Council business, only one Member may claim mileage for the distance travelled.
  - d. Fines for moving violations incurred while conducting Council business are the responsibility of the Member and are not eligible for reimbursement.
- 7.4 When travelling outside the City boundaries, the most economical and practical means of travel shall be used.

**8. Accommodation:**

- 8.1 Eligible expenses include commercial accommodations for conferences, meetings, or other events, when necessary.
- 8.2 Accommodation expenses shall be reimbursed at the approved event rate, government rate, or other economical accommodation in the locale of the event.
- 8.3 Costs associated with any personal entertainment, such as movies and in-room items or services are not eligible for reimbursement. Room service meals may be eligible for expense.
- 8.4 Where private arrangements for accommodation are made and commercial accommodations are not used, a daily allowance based on (Government of Alberta) rates may be claimed.

**9. Meals:**

- 9.1 When travelling on Council-related business, a Member may claim either the actual cost of the meal or the meal allowance. The actual cost of the meal is the amount shown on the receipt, excluding alcohol, plus a gratuity not to exceed 15%.
- 9.2 The maximum reimbursement for food and beverages is \$100 per day, with the cost a single meal not exceeding \$50, plus taxes and gratuities.

- 9.3 Meal allowances are based on Government of Alberta meal allowance rates.
- 9.4 When a Member attends a conference, meeting, or other event where a meal has been provided, the Member shall not claim a meal allowance. Exception shall be made if the Member has purchased a meal and provided a detailed receipt with their expense claim.
- 9.5 Members shall require detailed receipts when submitting an expense claim.
- 9.6 When a Member is travelling on Council-related business, the Member may be reimbursed for the following meal allowances:
- a. Breakfast – if departure or return time is earlier than 7:30 a.m.;
  - b. Lunch – if the departure time is earlier or later than 1:00 p.m.; and
  - c. Dinner – if the departure or return time is later than 6:30 p.m.
- 9.7 When Members submit expense claims for Council related beverage/meal meetings (excluding alcohol), the names of those in attendance and the purpose of the meeting shall be recorded on the receipt.
- 9.8 If a meal is included in the cost of airfare, a Member shall not claim a meal allowance, unless the flight is delayed.
10. **Equipment:**
- 10.1 While in office, Members will be provided with a tablet device to assist with carrying out their duties.
- 10.2 Any equipment provided to Members remain the property of the City, and shall be returned when the individual is no longer an elected official for the City.
- 10.3 Should a Member wish to use their own smartphone for Council business, a monthly allocation of up to \$100 may be expensed from their Phone, Cell, Fax & Internet GL budget, upon completion of an expense claim and submission of receipts.
11. **Benefits:**
- 11.1 Members may participate in the City's benefit programs, where eligible. Benefits include, but are not limited to:
- a. extended health;
  - b. dental;
  - c. life insurance;
  - d. out of country travel insurance;
  - e. health care spending account;
  - f. discount on entry fees to City-owned and operated recreation facilities; and
  - g. other savings or discounts available to all City employees.

---

**COUNCIL  
POLICY**



**GOV-009-C**

---

**CITY COUNCIL REMUNERATION**

---

Date Issued: October 28, 2014

Mandated by: City Council

Current Revision: October 28, 2014

Cross Reference: Procedure GOV-009-C

Next Review Diarized: January 1, 2017

Responsibility: City Manager's Office

---

**PURPOSE**

This policy provides direction for remuneration of honorariums, expense reimbursement, professional development, per diems and other benefits to the Mayor and Councillors.

**POLICY**

To promote public interest and opportunity in serving in an elected municipal position by providing reasonable compensation for the time commitments demanded of Council members.

**EXECUTIVE LIMITATIONS**

1. The Mayor and all Councillors shall receive remuneration (including honorariums, reimbursements of expenses, professional development and per diems) in accordance with the process and procedures as described under Council Procedure GOV-009-C.
2. The City Manager and Director of People Services are responsible for reviewing and recommending updates to this policy.

**AUTHORITY / RESPONSIBILITY TO IMPLEMENT**

1. The City Manager shall be responsible for ensuring remuneration rates are reviewed in accordance with Council Procedure GOV-009-C and adjusted as required.
2. The City Manager's Office is responsible for ensuring honorariums, per diems, and reimbursement of expenses are made in accordance with Council Procedure GOV-009-C.
3. This policy rescinds and replaces FIN-007-C and is effective immediately unless otherwise directed by Council.

---

City Manager



---

# **COUNCIL PROCEDURE**

---



**GOV-009-C**

---

## **CITY COUNCIL REMUNERATION**

---

Date Issued: October 28, 2014

Mandated by: City Council

Current Revision: November 10, 2015

Cross Reference: Policy GOV-009-C

Next Review Diarized: January 1, 2018

Responsibility: City Manager's Office

---

### **PURPOSE**

To provide direction for remuneration of honorariums, expense reimbursement, professional development, per diems and other benefits to the Mayor and Councillors, including processes to be undertaken to determine reasonable compensation and the circumstances under which other benefits will be provided.

### **PROCEDURE**

This procedure defines the processes by which each category of compensation for members of Council will be determined.

1. Honorariums:

a. Mayor:

- i. The position of Mayor is considered a "full time" position. The Mayor will receive an annual honorarium, paid bi-weekly.
- ii. The Mayor's honorarium will be considered compensation for all duties of the office.

b. Councillors:

- i. The position of Councillor is considered a "part-time" position. Each Councillor will receive an annual base honorarium, paid bi-weekly.
- ii. Included in the base honorarium for Councillors are items such as:
  1. participation in all meetings of City Council, subject to section 2e.i.;
  2. participation in all meetings of any committees of City Council;
  3. participation in all meetings of bodies to which the Councillor is appointed by City Council, subject to section 2b. and 2c.;
  4. personal preparation for all meetings referenced above;
  5. participation in meetings with the City Manager and other City staff for any purpose; and
  6. attendance at community functions to which the Councillor is invited and accepts such invitations;
- iii. Items not included in section 1b.ii. above shall be brought forward for consideration as to whether or not additional compensation shall be provided.



2. Per Diems:

- a. The Mayor does not receive a per diem from the City. However, the Mayor may receive a per diem from organizations of which (s)he is a member, such as the Capital Region Board.
- b. Councillors may receive per diems from organizations of which they are a member.
- c. Subject to section 2e.i., Councillors will receive a per diem for attending functions that the Mayor or Council has requested they attend as an official representative of the City. Per diems will be paid on either a full day or a half day basis. Generally these are intended to be a reimbursement for daytime events which take a Councillor away from their regular place of employment.
- d. The Deputy Mayor will receive a per diem for attending events on behalf of the Mayor.
- e. Per diems will not be paid for attendance at such activities as:
  - i. regular Council Meetings, Special Meetings of Council, Committee of the Whole Meetings and workshops commencing at 4:30 p.m. or later;
  - ii. regular Meetings of related Boards, Committees or Commissions as designated at the Annual Organizational Meeting of Council;
  - iii. participation in meetings of bodies such as the Capital Region Board in which the Councillor has not been requested to attend as an official representative of the City;
  - iv. golf tournaments;
  - v. openings;
  - vi. general public appearances;
  - vii. community events such as Canada Day, Remembrance Day, etc.;
  - viii. other purely social events; and
  - ix. attendance at political party functions of any type.
- f. Per diems shall be paid at a rate of \$100 per half day and \$200 per full day. Half day is defined as up to four hours, and full day is defined as in excess of four hours. Travel time forms part of this calculation.
- g. Subject to the limitations set for per diems in Section 1.b.ii and 2.e., each Councillor will have the discretion as to when a per diem should be paid.
- h. Within the overall budget set for each Councillor for per diems, professional development and expenses, funds can be utilized between these accounts to offset a short fall. However, the total budget for all three accounts shall not be exceeded.
- i. Should a Councillor expend their total per diems, professional development and expenses budgets, permission may be obtained to use expected unspent funds from another Councillor.

3. Professional Development:

- a. Costs shall be funded for the Mayor and Councillors' attendance at conferences, seminars, workshops, and other meetings (CSWMs).
- b. Council will approve amounts for CSWMs in the annual budgeting process to provide the necessary funding for members of Council to attend events such as:
  - i. the Federation of Canadian Municipalities (FCM) Annual Convention;
  - ii. the Alberta Urban Municipalities Association (AUMA) Annual Convention; and other educational or professional development conferences, conventions and seminars.
- c. The City will pay the reasonable expenses including:
  - i. Registration costs; and
  - ii. Transportation, accommodation and meals not covered by registration costs in accordance with the Travel and Expense Claims Policy, FIN-012-C.



- d. Costs incurred when traveling to conferences, conventions and other training sessions, as well as meeting with representatives of other governments at locations beyond City boundaries (including transportation, meals, hotels, communication and other costs) will be reimbursed at the actual rate of the expense in accordance with the Travel and Expense Claims Policy, FIN-012-C.
  - e. Members of Council using their personal automobile for City business shall be compensated in accordance with the Travel and Expense Claims Policy, FIN-012-C. In addition, members of Council shall be provided with a monthly car allowance in the amount of \$200/month for the Mayor and \$50/month for Councillors.
  - f. Members of Council will not be reimbursed for attending a political party function or fundraiser.
  - g. Councillor expenses shall be reviewed by the Director of Legislative Services.
  - h. Mayor expenses shall be reviewed by the Chief Financial Officer.
4. Spouses/Partners:
- a. If a spouse/partner accompanies a member of Council to an out of town conference/convention, the expenses of the spouse/partner for travel, meals, and registration for extra-curricular events are considered personal expenses except as noted in sub-sections b and c.
  - b. Where the spouse/partner is invited to a conference to accompany the member of Council to banquets/receptions, both the conference registration fee for the spouse/partner and the tickets for these banquets/receptions may be charged to the Mayor or Councillors' budget.
  - c. When a member of Council is invited to a social or fund-raising function in an official capacity, and a spouse/partner is invited to accompany the member of Council, the ticket for the spouse/partner may be charged to the Mayor or Councillors' budget.
5. Promotions Budget:
- a. To assist in carrying out their duties, Council members shall be provided with an annual promotions budget of \$1,200.
  - b. Guidelines for the use of the promotions budget are as follows:
    - i. expenditures must relate to carrying out the role of an elected official for the City of Fort Saskatchewan;
    - ii. expenditures shall be consistent with the City's corporate values and should enhance and protect the reputation of the City;
    - iii. expenditures shall be non-partisan;
    - iv. expenditures shall be based on the criteria set out in these guidelines, each member may allocate or expend their promotion budget at their personal discretion;
    - v. members of Council may combine all or a portion of their promotion funds with another member of Council;
    - vi. unexpended funds cannot be carried over to a subsequent budget year; and
    - vii. all promotion expenditures will be posted publicly on the City's web page.
6. Other Allowances:
- a. To assist in carrying out their duties, Council members shall be provided with various business equipment upon their request. Any equipment provided remains the property of the City and shall be returned when the individual is no longer a Council member. Council members may choose all or some of the following options that are compatible with existing City technology:
    - i. laptop or tablet device; and/or
    - ii. smartphone.
  - b. Should a Council member wish to use their own smartphone, a monthly allocation of up to \$100 will be paid based upon receipts.



7. Benefits:

Members of Council may participate in City of Fort Saskatchewan initiated benefit programs where eligible. Benefits include but are not limited to:

- a. extended health benefits;
- b. dental benefits;
- c. life insurance;
- d. out-of-country travel insurance;
- e. health care spending account;
- f. discount on entry fees to City owned and operated recreation facilities; and
- g. other savings or discounts offered to all City employees.

8. Review of Levels of Remuneration:

- a. The base amount of Council honorariums will normally be set in the year of each municipal election for the next electoral period.
- b. Council honorariums will be determined based on the average market maximum through a survey of comparable municipalities in Alberta and/or other factors at the discretion of Council.
- c. The comparable municipalities are:
  - i. cities: Spruce Grove, Camrose, Leduc, Lloydminster, Airdrie; and
  - ii. towns: Okotoks, Cochrane.
- d. Council honorariums will be adjusted each year based on the increase in the Annual Cost of Living Index for the Edmonton Region as determined by Statistics Canada as of January 1<sup>st</sup>. This review will be conducted by the Director, People Services.
- e. Per diem rates will be reviewed and updated annually. This will be done in conjunction with the annual cost of living review conducted by the Director, People Services.
- f. In accordance with the Municipal Government Act and the federal Income Tax Act, 33.33% of the honorarium and per diem paid to Council members is deemed to be in lieu of expenses and is not taxable as income. The Director, People Services shall ensure that this percentage is applied to applicable honorariums and the taxable and non-taxable portions are communicated to Council members whenever honorarium changes take place.

9. This procedure rescinds and replaces the previous Council Procedure GOV-009-C and is effective immediately unless otherwise directed.



---

## TRAVEL AND EXPENSE CLAIMS

---

Date Issued: 13.Feb.84

Mandated by: Council

Current Revision: 09.Jan.14

Cross-reference: FIN-007, FIN-017,  
HUM-022

Next Review Diarized: 01.Jan.15

Responsibility: Director, Finance

---

### POLICY

City Council believes that members of City Council and employees should be reimbursed for reasonable personal expenses incurred while on authorized City of Fort Saskatchewan ("City") business. Members of City Council and employees are neither expected to subsidize the operations of the City nor indulge themselves at the City's expense.

### DEFINITIONS

- *Capital Region* - that area of land that lies within a 75 kilometer radius of Edmonton
- *City Representative* - individual, who is not an employee, who performs business on behalf of the City or an unfunded City Committee or City Board members. This includes, but is not limited to, members of City Council, members of City Boards/Commissions/Committees and volunteers
- *Employee* - individual who is hired to work full time or part time for the City and is included on the City's biweekly payroll
- *Travel Status* - absence from an employee's workplace while on City business. Travel status will originate from the employee's workplace, as per Canada Revenue Agency (CRA) *Allowable Motor Vehicle Expenses*, unless the employee is originating directly from their principle residence. Then, travel status will originate from the employee's principle residence.
- *Workplace* - the location at, or from which an employee ordinarily performs the duties of his/her position. In the case of an employee whose duties are of an itinerant nature, his/her workplace is the actual building where his/her pertinent administrative matters are conducted (i.e. where his/her reports are prepared and/or submitted).

### GUIDELINES

1. A Department General Manager may approve travel for employees when other means of conducting City business are not practical. When travel is authorized, the most direct, practical and cost effective route and mode of transportation should be used.
2. A cash advance from the City's accounts payable is permitted to ensure that an employee has sufficient funds on hand to pay for significant City expenses such as accommodation, automobile rental or where a supplier is reluctant to accept a City purchase order or cheque. Any employee that has been issued a corporate credit card will not be eligible for cash advances.
3. An expense claim form (available from the intranet) must be completed for all reimbursements

submitted under this policy. The supervisor must authorize all expenditures. Expenses claimed by the City Manager must be authorized by the Mayor or, in his/her absence, the Deputy Mayor. Expenses claimed by members of Council must be authorized by the Mayor. Expenses claimed by the Mayor must be authorized by the Deputy Mayor.

4. Employees on travel status are entitled to reimbursement for transportation, accommodation, meals and miscellaneous travel costs.

5. Travel Expenditures

- (a) Transportation

- (i) Air, bus or train transport at the most economical means (commonly referred to as “economy” or “coach”) will be approved, taking into account the net cost to the City. In extraordinary circumstances, the employee must acquire authorization from the Department General Manager with accompanying documentation supporting the decision. If the employee chooses to upgrade the level of transportation, the employee is responsible for the difference between that level and the economy rate.
    - (ii) Where an employee chooses to use a method of transportation other than that prescribed above and approval for such is obtained, the employee shall be reimbursed or paid an allowance, as the case dictates, as though the method of transportation prescribed above was used.
    - (iii) An employee may, with consent from their supervisor, select a route and method of transportation to combine personal activities with City business. In this case, the reimbursement or allowance shall be paid on the basis that would have applied had the trip been made in accordance with the above.
    - (iv) If personal activities extend the period of working time required for a trip, the additional time shall be deducted from the employee’s accruals for vacation/time-off-in-lieu or granted as leave without pay.
    - (v) Where a City approved registration fee requires payment for spouses/guests that are not City employees, such payment may be made, and included as part of the registration payment. A copy of the spouse’s/guest’s full reimbursement is to be included upon submission for payment of the employee’s credit card. A spouse, or any other non-employee person(s) travelling with an employee is responsible for their own travel fare and related expenses will not be processed through the City’s accounts payable or reimbursed to the employee.

- (b) Private Vehicle Use

- (i) The City will reimburse an employee for kilometerage, based on Government of Alberta kilometerage rates.
    - (ii) An employee using a personal vehicle while conducting City business will be reimbursed for actual (not estimated) kilometers travelled at the approved rate. An employee must submit an expense claim detailing business purpose, location, departure/arrival times and distance travelled for each trip claimed.
    - (iii) An employee authorized to use his/her personal vehicle for out-of-town travel will receive the lower of a reimbursement equal to the economy return airfare, if applicable, or the actual kilometers travelled while on City business during the trip. However, if it is deemed to be more practical to travel by personal automobile than by other means (e.g. conference in Calgary where rental car costs or taxi/bus fares from the airport are substantial) the cost of actual kilometers travelled will be reimbursed.
    - (iv) If two or more employees travel in the same vehicle while on City business, only one may claim expenses for kilometerage.
    - (v) An employee using his/her personal vehicle while conducting City business must carry at least one million (\$1,000,000.00) dollars of public liability and property damage insurance.

In the event of an accident, the insurance deductible will be the responsibility of the employee.

- (vi) Fines for moving violations incurred while conducting City business are the responsibility of the employee and are not eligible for reimbursement.
- (vii) Where an employee is required by his/her insurance company to have business insurance in order to conduct City business, over and above personal vehicle insurance coverage, the City will reimburse only for that portion of the premium that pertains to the City business insurance.
- (viii) Taxi and limousine fares will be reimbursed **plus a gratuity to a maximum of fifteen (15%) percent of the fare. Bus and commuter train fares will also be reimbursed.** Car (economy class only) rental fees for areas outside the Capital Region may be claimed when such rental is deemed to be more economical/practical than bus/taxi rates, i.e. when a large amount of business related travel is required.
- (ix) While on City business, mileage is claimable from the workplace to a destination within or outside of the City's municipal limits. Mileage is also claimable from the employee's principle residence location to a destination outside of the City's municipal limits if that travel is as a result of City business. Mileage is not claimable from the employee's principle residence location to the workplace as per CRA *Allowable Motor Vehicle Expenses*.

(c) Accommodation

- (i) An employee on travel status outside the Capital Region for one or more nights is entitled to reimbursement of the cost of commercial accommodation. Accommodation claims inside the Capital Region will be considered only when deemed beneficial to the City and previously authorized. Claims by employees must be authorized by their supervisor. Claims by the City Manager must be authorized by the Mayor or, in his/her absence, the Deputy Mayor. Claims by members of Council must be authorized by the Mayor. Claims by the Mayor must be authorized by the Deputy Mayor.
- (ii) Reservations are to be made under the City of Fort Saskatchewan to take advantage of any available government/corporate rate. A spouse accompanying an employee is responsible for any required rate increase due to their occupancy and must not be settled with City funds. The increased amount must be paid by the employee's personal means at the time of settling the payment.
- (iii) Accommodation will be provided at the approved conference room rate or government rate in the locale of the meeting, whichever is lower.
- (iv) The cost of all personal entertainment such as movies and in-room items is the responsibility of the employee, is not eligible for reimbursement and must not be settled with City funds. These costs must be paid by the employee's personal means at the time of settling the payment.
- (v) Where private arrangements for accommodation are made and commercial facilities are not used, a daily allowance based on the Government of Alberta daily allowance rate may be claimed.

(d) Meals

- (i) When travelling on City business, an employee may claim either the actual cost of the meal or the meal allowance. The actual cost of the meal is the amount shown on the receipt, excluding alcoholic beverages, plus a gratuity of up to fifteen (15%) percent of the meal cost.
- (ii) The maximum reimbursement for food and beverage cannot exceed \$100 per day, with the cost of one single meal not exceeding \$50, inclusive of taxes and gratuities to a maximum of **fifteen (15%) percent.**
- (iii) Meal allowances are based on Government of Alberta meal allowance rates.
- (iv) When an employee is travelling on City business for part of a day, the employee may be reimbursed for the receipted amount or the meal allowance as follows:

- breakfast, if the departure time is earlier or the return time is later than 7:30 a.m.;
  - lunch, if the departure time is earlier or the return time is later than 1:00 p.m.; and
  - dinner, if the departure time is earlier or the return time is later than 6:30 p.m.
- (v) If a meal is included in the cost of airfare, an employee cannot claim a meal allowance unless the flight is delayed.
- (vi) If a meal is included in the cost of a conference, session, workshop, event, function, etc., an employee cannot claim a meal allowance unless the conference, session, workshop, event, function, etc. does not occur or is delayed.
- (vii) Reimbursement for the cost of alcoholic beverages is not permitted.
- (e) Miscellaneous Travel Costs
- (i) Personal Telephone Calls: In general, the cost of telephone calls of a non-business nature are not eligible for reimbursement. However, an employee on travel status is allowed reimbursement for the cost of one personal telephone call which is not to exceed fifteen (15) minutes in total, for each twenty-four (24) hour period while on City business.
- (ii) Medical Expenses: An employee will be responsible for all medical expenses incurred in excess of those covered by the City's existing benefits package. The supervisor will determine eligibility for reimbursement of all other expenses incurred subsequent to an emergency situation.
- (iii) Laundry Expenses: An employee may claim for laundry and dry cleaning costs incurred while travelling on City business.
- (iv) Personal Incidentals: Members of City Council or employees will not be reimbursed for expenses associated with personal incidentals. Personal incidentals include, but are not limited to, items such as:
- personal care items,
  - monetary gratitude given for service received which is not related to service received for City paid meals under Clause 5 (d) and Clause 6, and
  - personal use consumable items when consumed outside of City paid meals under Clause 5 (d) and Clause 6.
6. All working session meals and costs shall have prior approval from the supervisor. This includes employee retreats and on-site or off-site work session meals and costs. The frequency of such meals and costs is limited to a reasonable amount annually as determined by each Department General Manager and/or City Manager. Meals/Costs by the City Manager must be authorized by the Mayor or, in his/her absence, the Deputy Mayor. Meals/Costs by members of Council must be authorized by the Mayor. Meals/Costs by the Mayor shall be authorized by the Deputy Mayor.
7. Members of City Council or employees will not be reimbursed for expenses to attend a function that is promoted as a fundraiser for a political party or candidate.
8. Expense claims must be submitted for reimbursement within 30 days of the expense being incurred and must be accompanied by original receipts which detail the nature of the transaction thereon.
9. Authorizing parties are responsible to ensure that reimbursement is in accordance with this policy.
10. Where it is determined that an employee has falsified an expense claim, any overpayment shall be recovered and disciplinary action may be taken against the individual.
11. Any items of dispute will be submitted to the City Manager for arbitration and will not be processed for payment until an arbitration decision is rendered.



**PROCEDURES**

1. Employees will note on all receipts a brief explanation, in layman's terms, of the business nature of the expense along with attending parties/guests, their title and organization. When the original receipt is not provided, an **Employee Request for Reimbursement**, available on the City's intranet, must be completed. Credit card and debit card receipts are not acceptable as original receipts.
2. Cash Advances
  - (a) Cheque requisitions:
    - (i) must be approved by the supervisor at least seven (7) working days prior to when the cash is required. An employee must submit a cash advance request to Accounts Payable;
    - (ii) Accounts Payable will provide to the employee a cheque made payable to "individual's name - cash advance";
    - (iii) will be filed by the Accounts Payable Clerk who will request further information if the employee does not submit all receipts within seven (7) working days of the employee's return to work date after the event for which the funds were requested.
  - (b) Accounting:
    - (i) the employee will submit to Accounts Payable, within seven (7) days of return date indicated on the cash advance request, all receipts and backup documentation;
    - (ii) if the cash advance has not been totally expended, the remaining balance must accompany this submission;
    - (iii) if the advance has been exhausted and the employee has used personal funds to cover additional expenses, an expense claim is to accompany this submission.

---

City Manager (Original Signed by KK)



# ADMINISTRATIVE POLICY



## FIN-012-A

## EMPLOYEE BUSINESS EXPENSE

Date Issued: \_\_\_\_\_, 2017

Mandated by: City Manager

Current Revision: \_\_\_\_\_, 2017

Cross Reference:

- Employee Business Expense Procedure  
FIN-012-A

Next Review: \_\_\_\_\_, 2020

Responsibility: Chief Financial Officer

### PURPOSE

To provide direction for payment and reimbursement of reasonable expenses incurred while on authorized City of Fort Saskatchewan business.

### POLICY

Employees shall be reimbursed for business expenses necessarily incurred in the performance of their duties. Employees are neither asked to subsidize the cost of the City, nor invited to indulge themselves at public expense.

### DEFINITIONS

Business Expense – shall mean an expense incurred to acquire goods or services necessary for the provision of municipal services.

Chief Financial Officer – shall mean the person who is appointed to the position by the City Manager.

City – shall mean the City of Fort Saskatchewan.

Employee(s) – shall mean an individual or individuals who are employed with the City of Fort Saskatchewan.

### GUIDING PRINCIPLES

1. In order for an expense to be eligible for reimbursement:
  - a. It must be necessary to the performance of the employee's duties in conducting the business of the City;
  - b. The amount of the expense must be reasonable given the nature of the expense, neither subsidizing the City's cost, not an indulgence of the employee; and

- c. The employee must have prior authorization to incur the expense on behalf of the City.
2. Employees shall receive payment of expenses in accordance with the processes outlined in Employee Business Expense Procedure FIN-012-A.
3. When travel is authorized, the most direct, practical, and cost effective route and mode of transportation should be used.

**AUTHORITY / RESPONSIBILITY TO IMPLEMENT**

The City Manager delegates responsibility for this Policy, the development of procedures to enact it, and ensuring the uniform application of this Policy within the organization in accordance with legislative requirements to the Chief Financial Officer

1. The appropriate supervisor for each employee shall review and ensure eligible expenses in accordance with this Policy and Administrative Procedure FIN-012-A are approved.

## EMPLOYEE BUSINESS EXPENSE

---

Date Issued: \_\_\_\_\_, 2017

Responsibility: Chief Financial Officer

Current Revision: \_\_\_\_\_, 2017

Cross Reference:

- Employee Business Expense Policy  
FIN-012-A
- 

### PURPOSE

To provide processes and direction on the payment and reimbursement of eligible and reasonable expenses incurred by City employees while on authorized City of Fort Saskatchewan business.

### DEFINITIONS

Chief Financial Officer – shall mean the person who is appointed to the position by the City Manager.

City – shall mean the City of Fort Saskatchewan.

City Boundary – shall mean the area within the City's corporate limits.

City Manager – shall mean the Chief Administrative Officer for the City.

Employees – shall mean individuals who are employed with the City of Fort Saskatchewan

Per Diem – shall mean an allowance available to employees to reimburse for the cost of food and beverages while away on City business.

Workplace – shall mean the location at, or from which an employee ordinarily performs the duties of their position. In the case of an employee whose require travel from place to place on an ongoing basis, their workplace is deemed to be the building where their administrative matters are conducted.

### 1. **General Provisions:**

- 1.1 Within overall department budgets, funds made available for employees shall be used for training, development, and associated eligible expenses that will benefit the employee in their current role or in a future role at the City.
- 1.2 Whenever possible, employees provided with a corporate credit card shall use the card to cover expenses incurred by them.
- 1.3 Supervisors may use their corporate credit card to pay for expenses such as registrations, travel, and expenses that would be personally incurred by one of their staff.
- 1.4 An expense claims form (available on MyFort) shall be completed and submitted to the employee's supervisor, along with supporting documentation for all eligible expenses.

**2. Expenses:**

- 2.1 Eligible expenses include costs associated with meals not provided, per diems, transportation, mileage, and accommodation, pursuant to this Procedure.
- 2.2 An employee's supervisor shall review and approve all expenses. In the absence of the supervisor, another City employee with appropriate signing authority may review and approve the employee's expenses.
- 2.3 The City Manager's expenses shall be authorized by the Mayor, or in their absence, the Deputy Mayor.
- 2.4 Employees shall complete an expense claim for any expense reimbursements, in accordance with this Procedure.
- 2.5 Expense claims shall be submitted by City employees or representatives to Accounts Payable within 5 days following the end of the month for reimbursement. All expense claims must be accompanied by original receipts which detail the expenses.
- 2.6 Where applicable, gratuities for eligible meals and transportation fares shall not exceed 15% on the expense.
- 2.7 Where it is determined that an employee has submitted a false or incorrect expense claim, the reimbursement shall immediately be repaid to the City, and disciplinary action may be taken against the individual.
- 2.8 No expenses shall be submitted or approved that contain Alcohol, tobacco, marihuana or similar items.

**3. Travel:**

- 3.1 Employees travelling on City business shall be entitled to reimbursement for transportation, accommodation, meals, and miscellaneous travel costs.
- 3.2 Where possible and practical, employees shall share transportation methods to reduce costs.
- 3.3 The most economical means (i.e., economy or coach) of vehicle, air, bus, or train transport shall be approved, taking into account the net cost to the City. When determining the most economical means of transportation the supervisor may take into account cost, purpose of the travel, travel time required, timing of travel options and other factors relevant to the individual situation.
  - a. When unable to use the most economical means, the employee must obtain prior approval from their supervisor. If the employee chooses to upgrade the level of transportation, the employee shall be responsible for any additional costs.
- 3.4 Where an employee chooses to use a method of transportation other than one of the prescribed methods noted in Section 3.3 and has obtained approval from their supervisor to do so, the employee shall be reimbursed or paid an allowance as though the most economical means had been used.

- 3.5 An employee may, with consent of their supervisor, select a route and method of transportation to combine personal activities with City business. In this case, the reimbursement or allowance shall be paid on the basis that would have applied had the trip been strictly for City business.
- 3.6 If personal activities extend the period of working time required for a trip, the additional time shall be deducted from the employee's accruals for vacation/time-off-in-lieu.

**3.7 Private Vehicle Use:**

- a. Expenses incurred by City employees or representatives shall be submitted to their supervisor through the expense claim form located on MyFort.
- b. Employees shall be reimbursed for actual distance traveled from the employee's workplace or principal residence, as appropriate, to their destination for City work which they have incurred, based on the Government of Alberta mileage rates.
  - i. Detailed documentation of the distance traveled may be required.
- c. An employee authorized to use their personal vehicle for travel will receive the lower of a reimbursement equal to the economy return airfare, if applicable, or the actual distance travelled while on City business during the trip. However, if it is deemed to be more practical to travel by personal automobile than by other means (e.g. conference in Calgary where rental car costs or taxi/bus fares from the airport are substantial) the cost of actual distance travelled will be reimbursed.
- d. An employee using their personal vehicle while conducting City business shall carry at least one million (\$1,000,000) dollars of public liability and property damage insurance. In the event of an accident, the insurance deductible will be the responsibility of the employee.
- e. Fines for moving violations incurred while conducting City business are the responsibility of the employee and are not eligible for reimbursement.
- f. Vehicle rental fees for travel to areas outside the City boundary may be claimed when such rental is deemed to be economical/practical.
- g. Claims where travel is from an employee's residence to the workplace shall not be an eligible expense.

**4. Accommodation:**

- 4.1 Eligible expenses include commercial accommodations for conferences, meetings, or other events, when necessary.
- 4.2 Accommodation expenses shall be reimbursed at the approved event rate, government rate, or other economical accommodation in the locale of the event.
- 4.3 Costs associated with any personal entertainment, such as movies and in-room items or services are not eligible for reimbursement. In-room meals may be eligible for expense, in accordance with this Procedure.
- 4.4 Where private arrangements for accommodation are made and commercial accommodations are not used, a daily allowance based on Government of Alberta rates may be claimed.

5. **Meals:**

- 5.1 When travelling on City related business, an employee may claim either the actual cost of the meal or the per diem. The actual cost of the meal is the amount shown on the receipt, excluding alcoholic beverages, plus a gratuity not to exceed 15% of the meal cost.
- 5.2 The maximum reimbursement for food and beverages cannot exceed \$100 per day, with the cost of one single meal not exceeding \$50, plus taxes and gratuities.
- 5.3 Per diems are based on Government of Alberta meal allowance rates.
- 5.4 When an employee attends a conference, meeting, or other event where a meal has been provided, the employee shall not claim a per diem.
- 5.5 Expense claims for meals shall be submitted with a detailed receipt.
- 5.6 When a employee is travelling on City related business, the employee may be reimbursed for the following per diems :
  - a. Breakfast – if departure or return time is earlier than 7:30 a.m.;
  - b. Lunch – if the departure time is earlier or later than 1:00 p.m.; and
  - c. Dinner – if the departure or return time is later than 6:30 p.m.
- 5.7 When employees submit expense claims for City related beverage/meal meetings (excluding alcoholic beverages), the names of those in attendance and the purpose of the meeting shall be recorded on the receipt.
- 5.8 If a meal is included in the cost of airfare, an employee shall not claim a per diem or meal expense unless the flight is delayed.

6. **Professional Development:**

- 6.1 Professional Development budgets shall be individually set by each department. Department Directors should be consulted regarding funds available.
- 6.2 Pursuant to this Procedure, eligible professional development expenses include:
  - a. registration costs for attendance at conferences, seminars, workshops, meetings, or other related events;
  - b. Formal educational opportunities at accredited institutions; and
  - c. costs for transportation, accommodation, and meals which are not included in the registration.
- 6.3 Costs incurred when travelling for professional development and meetings beyond the City boundaries will be reimbursed in accordance with this Procedure.
- 6.4 Unexpended funds shall not be carried over from the current budget to a future budget allocation.

# CITY OF FORT SASKATCHEWAN

## Governance Review

---

### **Purpose:**

To provide Council with the 2017 Governance Review Report.

### **Background:**

At the April 11, 2017 regular Council meeting Councillor Sperling gave notice that he would introduce a motion at the April 25, 2017 regular Council meeting directing Administration to retain the services of Strategic Steps Inc. to conduct a comprehensive Governance Review of the City of Fort Saskatchewan. Council Resolution #74-17 to conduct a Governance Review was approved by Council at the April 25, 2017 regular Council meeting.

Ian McCormack, President, Strategic Steps Inc. will be in attendance to present the report findings, along with the proposed recommendations from the Governance Review.

### **Attachments:**

City of Fort Saskatchewan Governance Review Report

---

File No.:

Prepared by:	Sheryl Exley Legislative Officer	Date: July 4, 2017
Approved by:	Robert Stephenson Acting Director, Legislative Services	Date: July 4, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017



**July 2017**

# **City of Fort Saskatchewan, Alberta Governance Review Report**



Strategic Steps Inc.  
Sherwood Park, AB  
780-416-9255



July 10, 2017

Members of City Council  
City of Fort Saskatchewan  
10005 102 Street  
Fort Saskatchewan, Alberta T8L 2C5

**Re: City of Fort Saskatchewan Governance Review**

Dear Members of City Council:

A review of governance documentation, protocols and activity of the City of Fort Saskatchewan has been conducted as directed by City Council resolution 74-17 on April 25, 2017.

The governance findings are contained in the following report along with recommendations respectfully submitted for consideration.

Thank you for the opportunity to assist with this process. We remain available to respond to any questions you may have regarding the review findings.

Sincerely,

***Strategic Steps Inc.***

Ian McCormack, B.A.  
President, Strategic Steps Inc.

***Disclaimer:*** The content of the following report is prepared for the City of Fort Saskatchewan. Strategic Steps Inc. does not authorize or take any responsibility for third-party use of the contents contained herein. Ownership and control of the report contents rests with the City of Fort Saskatchewan.

## Table of Contents

<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>2</b>	<b>SCOPE OF GOVERNANCE REVIEW .....</b>	<b>4</b>
2.1	LEGISLATIVE BASIS FOR A GOVERNANCE REVIEW .....	4
2.2	MANDATE AND GOVERNANCE REVIEW PROCESS.....	4
2.3	PUBLIC PROFILE .....	7
2.4	GOVERNANCE REVIEW INTERVIEWS .....	8
2.5	MUNICIPAL PROFILE INFORMATION .....	8
<b>3</b>	<b>REVIEW OF GOVERNANCE .....</b>	<b>11</b>
3.1	BROAD AUTHORITY TO GOVERN .....	11
3.2	COUNCIL STRUCTURE.....	13
3.3	COUNCIL ORIENTATION.....	15
3.4	CODE OF CONDUCT .....	16
3.5	COUNCIL PERFORMING ADMINISTRATIVE DUTIES .....	23
3.6	STRATEGIC PLANNING .....	25
3.7	COUNCIL LEADERSHIP .....	30
3.8	ORGANIZATIONAL MEETINGS.....	33
3.9	MEETINGS OF COUNCIL.....	34
3.10	BYLAWS .....	56
3.11	POLICIES.....	57
3.12	COUNCIL COMMITTEE STRUCTURE .....	61
3.13	CITY MANAGER .....	64
<b>4</b>	<b>CONCLUSION .....</b>	<b>67</b>
<b>5</b>	<b>APPENDICES.....</b>	<b>69</b>
	APPENDIX 1: TABLE OF FIGURES .....	69
	APPENDIX 2: RECOMMENDATIONS SUMMARY .....	70

## 1 EXECUTIVE SUMMARY

A governance review was conducted for the City of Fort Saskatchewan, Alberta as directed by city council. Organizational strengths were found, such as comprehensive legislative and policy tools, visible strategic direction, and strong levels of senior staff competence. Areas of concern were also identified, perhaps the most significant of which can be described as distractions that remove city council focus on achieving the city's vision.

Major concerns, and likely what precipitated the request for the review, is interpersonal dynamics among members of council which were described as everything ranging from "a distraction" to "bullying". This inward focus has meant that council has not been able to concentrate solely on its governance role.

Though there is room for improvement; the City of Fort Saskatchewan has the tools it needs to provide good governance to the citizens and businesses that it serves.

City elected officials and staff were very cooperative throughout the review process and provided a significant amount of information. Interviewees noted the strengths of their city's service delivery, but also provided significant concerns, primarily with disagreements between members of council that have been growing during the course of the 2013-2017 council's term.

A series of recommendations for the city are identified throughout this report and collated in Appendix 2. Implementation of these recommendations is intended to assist the city to strengthen governance processes and move focus to where it best benefits citizens, staff and businesses.

Most importantly, increased respect amongst and between elected officials, with a clear understanding of roles and responsibilities is needed to create a model for future councils.

## **2 SCOPE OF GOVERNANCE REVIEW**

### **2.1 Legislative Basis for a Governance Review**

The term 'governance review' does not appear in Alberta's provincial legislation, neither does it appear in the city's bylaws or policies. That said, governance reviews are conducted from time to time in Alberta municipalities, with the scope and focus set by the municipality itself.

The closest terminology to 'governance review' appears as part of a typical Municipal Inspection process that is occasionally ordered by the Minister of Alberta Municipal Affairs in accordance with the Municipal Government Act (MGA) s. 571. For this reason, the governance review process in Fort Saskatchewan has been modeled on the portion of the municipal inspection process that relates to the governance of Alberta Municipalities.

Strategic Steps, and associates have conducted, or are currently conducting, eight Municipal Inspections in the past three years for the Minister of Municipal Affairs. The company is well aware of the requirements of this process and has applied similar rigour to the Fort Saskatchewan governance review.

### **2.2 Mandate and Governance Review Process**

City elected officials reached out to Strategic Steps to ask about the governance review process in spring 2017. That process was refined to the point that a notice of motion was presented to city council at its April 11, 2017 Regular Meeting.

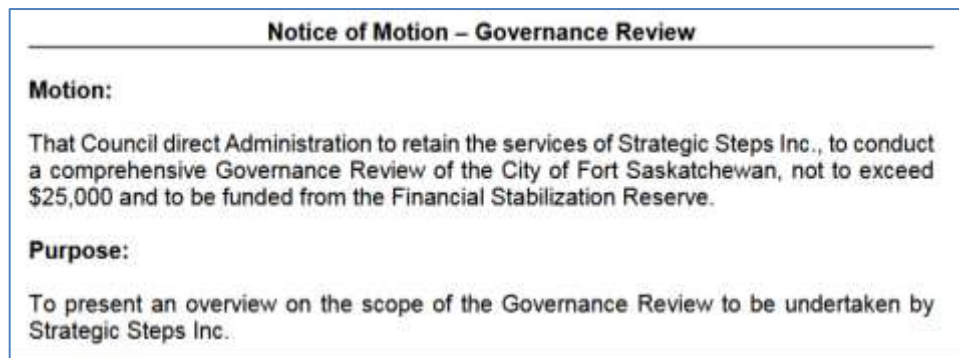


Figure 1 - Notice of Motion, April 11, 2017 Council Meeting

Subsequently, the motion was debated and approved as Resolution R74-17 in a 4-3 recorded vote at city council's April 25, 2017 Regular Meeting.

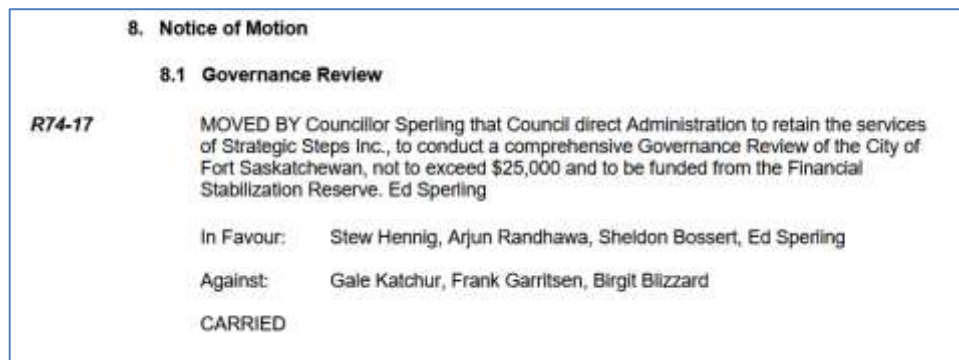


Figure 2 - Governance Review Resolution, April 25, 2017

Research, interviews and data collection occurred primarily during April and May 2017. Local issues were followed and further information and clarification from stakeholders was obtained until the final report was submitted to city council in early July 2017. The governance review process included the following tasks:

1. Review and evaluate:
  - Council-specific bylaws (specifically the *Meeting Procedures Bylaw* and *Council Code of Conduct Bylaw*) and key policies for adequacy, relevancy, consistency, and conformity with legislation;
  - process and procedures used to prepare for Council meetings;
  - Council's understanding of their role and responsibilities;
  - Council's leadership and effectiveness in working together;
  - Council's understanding of disclosing confidential information;
  - Council's understanding of and alignment to City strategic priorities; and
  - the process for preparing and approving Council meeting minutes and a review of recent minutes;
2. Main tasks would include:
  - interviews with all members of Council;
  - interview with the City Manager and Director of Legislative Services;
  - request and review any other relevant documentation; and
  - attendance at least one Council meeting, including an in camera portion if scheduled.

Figure 3 – Excerpt, April 25 Notice of Motion Support Document

More specifically, following the approval of the resolution, the governance review was further refined to include:

1. Conduct stakeholder interviews, including:
  - Elected officials (current)
  - City Manager (Chief Administrative Officer (CAO))
  - Various senior staff members (current and former)
2. Research, review, and evaluate municipal records and processes, including:
  - Bylaws and policies
  - Council committees
  - Process and procedures used to prepare for council meetings
  - Council's understanding of their role and responsibilities
  - A review and evaluation of council's leadership and effectiveness in working together
  - The CAO's understanding of their role and responsibilities
  - Attendance at and evaluation of the conduct of a council meeting
  - A review of recent minutes
3. Prepare a written report to city council on the review findings.
4. Present the review report to city council at a public meeting.



- Any items that emerge related to topics covered by FOIP exceptions to disclosure<sup>1</sup> will be provided to city council in a closed meeting (in camera).

## 2.3 Public Profile

Following the April 25, 2017 council meeting at which this governance review was debated, *FortSaskOnline* reporter Tim Evans wrote, in part:

Harsh accusations were flying in Fort Saskatchewan council chambers.

Last night (April 25), a packed audience voiced their displeasure with the local government.

The speaking public members hurled accusations of fighting, double standards and bullying within council.

It was all in response to councillor Ed Sperling bringing forward a motion to begin a governance review, essentially a report card on council and administration.

Numerous residents pointed out that there's a sense of "lost faith in leadership" within the community, doubled with a culture that was called destructive enough to cause numerous staff to leave, disguising it as a "retirement."

A former councillor, John Mather, said it's imperative such a review be done. He added that some councillors wore pink shirts on anti-bullying day, then went back to bullying fellow councillors and staff the very next day.

John Zabiuk addressed council saying the accusations are "a black mark on the good people of Fort Saskatchewan," adding, "people have lost faith in council as it sits."

A common theme among resident opinions was a vote in favour for the governance review and a vote for transparency. A vote against meant some councillors had something to hide.

*Figure 4 - Excerpt, Accusations of Bullying, Intimidation Fly at City Council*

What is written in this article is reflective of comments that emerged during the review. The word 'bullying' that is used is something that must be taken seriously and the conduct of council is discussed throughout this report.

The article also seems to identify a theme that voting against this governance review "meant some councillors had something to hide." This sentiment is not accurate as

---

<sup>1</sup> FOIP Exceptions to Disclosure can be found at <https://www.servicealberta.ca/foip/documents/chapter4.pdf>

there are reasons to vote against the review other than lack of transparency. Legitimate reasons for a 'no' vote emerged during the council debate.

## **2.4 Governance Review Interviews**

The review process included a series of approximately 12 interviews, all of which were with current elected officials and current and former city staff. Interviewees were asked consistent questions and the data provided was used to assess and summarize information themes. Occasionally, follow-up interviews were conducted to give individuals a chance to hear and respond to items about which they may have additional knowledge.

## **2.5 Municipal Profile Information**

The City of Fort Saskatchewan was incorporated as a village on March 15, 1889, a town on June 15, 1904 and as a city on June 14, 1986. The city, on the east bank of the North Saskatchewan River is surrounded by Strathcona County, Sturgeon County and it abuts the City of Edmonton. The city is roughly bisected by provincial Highway 21.

The current municipal profile<sup>2</sup> provides the following statistics based on the most current available data from 2015 unless otherwise noted:

- 7 Member council
- 191 Full-time staff positions
- 24,569 Population (2016)
- 10,244 Dwelling units
- 4829.5 Hectare land base
- 170.50 Kilometers of local maintained roads
- \$58,763,285 Total financial assets
- \$382,793,329 Equity in tangible capital assets
- \$3,364,611,939 Residential assessment (2016)
- \$1,016,663,946 Non-residential assessment (2016)

---

<sup>2</sup> [http://www.municipalaffairs.alberta.ca/mc\\_municipal\\_profiles](http://www.municipalaffairs.alberta.ca/mc_municipal_profiles)

- \$103,975,290 Non-residential linear assessment (2016)
- \$41,331,223 Long term debt
- \$102,981,335 Debt limit
- 40.1% of debt limit used

# GOVERNANCE REVIEW FINDINGS

### 3 REVIEW OF GOVERNANCE

Alberta municipalities are established under provincial authority and are required to follow provincial and federal legislation. The Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26 (MGA) is a primary piece of provincial legislation that provides order, authority and direction to municipalities. The MGA is very specific on many governance aspects, including the basic purposes of a municipality, as follows:

#### ***Municipal purposes***

*3 The purposes of a municipality are*

- (a) to provide good government,*
- (b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality, and*
- (c) to develop and maintain safe and viable communities.*

Other key aspects of the legislative provisions in the MGA are that it:

- Specifies the powers, duties and functions of a municipality (s. 5);
- Gives a municipality natural person powers (s. 6);
- Gives a council general jurisdiction to pass bylaws affecting public safety, regulating services, setting fees, enforcement and other matters (s. 7); and
- Gives broad bylaw passing authority to councils to govern municipalities in whatever way the councils consider appropriate within the jurisdiction given to them (s. 9).

#### **3.1 Broad Authority to Govern**

The MGA gives broad authority to municipalities to govern their respective jurisdictions. The MGA also specifies the roles, responsibilities and limitations of councils in carrying out governance activities, such as:

- Each municipality is governed by a council, as a continuing body (s. 142);
- General duties of the chief elected official (mayor) (s. 154) to preside at council meetings in addition to performing the duties of a councillor;

- General duties of councillors (s. 153) are to:
  - Consider the welfare and interest of the municipality as a whole;
  - Participate generally in developing and evaluating policies and programs;
  - Participate in council and council committee meetings;
  - Obtain information about the municipality from the CAO; and
  - Keep in confidence matters discussed in private at council or committee meetings;
- A council may act only by resolution or bylaw (s. 180);
- Councils and council committees must conduct their meetings in public, subject to limited exceptions (s. 197);
- Councillors are required to vote on matters at a council meeting at which they are present (s. 183);
- Councillors are required to disclose pecuniary interests, abstain from voting and leave the room until discussion and voting on matters of pecuniary interests are concluded (s. 172);
- A council must adopt operating and capital budgets for each calendar year (s. 242, 245);
- A council must appoint an auditor to provide a report to council on the annual financial statements (s. 280-281);
- A council must pass a land use bylaw that may prohibit or regulate and control the use and development of land and buildings in a municipality (s. 639-640);
- A council must appoint a chief administrative officer (CAO) (s. 205) and provide the CAO with an annual written performance evaluation (s. 205.1); and
- A council must not exercise a power or function or perform a duty that is by this or another enactment or bylaw specifically assigned to the CAO or a designated officer (s. 201).



## 3.2 Council Structure

The City of Fort Saskatchewan is governed by a seven-member council elected at large by a vote of the electors of the whole municipality in accordance with the MGA s. 147. Regular council meetings are typically held twice per month, and special meetings are called as needed. The city's Procedure Bylaw C1-16 states:

5. **REGULAR COUNCIL MEETING**
- 5.1 The regular meetings of Council shall be established by resolution at the annual organizational meeting, or at a regular meeting of Council following the organizational meeting as required.

*Figure 5 – Excerpt, Procedure Bylaw C1-16, Regular Meetings*

At the October 25, 2016 Organizational Meeting, council set the regular meeting schedule by resolution as follows:

**4. Council Meeting Dates and Time**

MOVED BY Councillor Hennig that Council approve regular Council Meetings for the City of Fort Saskatchewan to be held on the second and fourth Tuesday of each month in Council Chambers at City Hall, 10005 – 102 Street, Fort Saskatchewan, commencing at 6:00 p.m.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

*Figure 6 – Excerpt, 2016 Organizational Meeting*

The chief elected official (mayor) was appointed at large by a vote of the electors in accordance with the MGA s. 150. A mayor is often described as the 'first among equals' on the municipal council, and has no individual powers beyond those of other members of council.

Alberta's local government system uses a 'weak mayor' form where "a mayor's powers of policy-making and administration are subordinate to the council."<sup>3</sup>

---

<sup>3</sup> <http://www.merriam-webster.com/dictionary/weak%20mayor>

Council also appointed a deputy chief elected official (deputy mayor) by council resolution in accordance with the MGA s. 152.

<b>3. Appointment of Deputy Mayors</b>		
MOVED BY Councillor Blizzard that Council approve the Deputy Mayor appointments as noted below:		
November and December	2016	Councillor Hennig
January and February	2017	Councillor Blizzard
March and April	2017	Councillor Sperling
May and June	2017	Councillor Garritsen
July and August	2017	Councillor Randhawa
September and October	2017	Councillor Bossert
In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling		
CARRIED UNANIMOUSLY		

*Figure 7 - Deputy Mayor Schedule 2016-2017*

Fort Saskatchewan moves the deputy mayor role through all members of council on a two-month rotating basis, with all six council members (excepting the mayor) serving in the role once a year, or four times over the course of a council term. A two-month rotating cycle may be too short for deputy mayors to gain any deep knowledge of the role and may be administratively onerous.

The city may want to review and extend its duration for the deputy mayor role so long as each councillor is provided equal time as deputy mayor by the end of the four-year term. With six members of council eligible to serve as deputy mayor, alternate arrangements could include:

- Three-month rotation – each councillor serves three times as deputy mayor through a four-year term.
- Four-month rotation – each councillor serves twice as deputy mayor through a four-year term.
- Eight-month rotation – each councillor serves once as deputy mayor through a four-year term.

During the course of the review, some interviewees noted that the deputy mayor is not often called upon because the mayor is able to attend most function at which the presence of the mayor is required or requested.

Other interviewees noted that the deputy mayor schedule often does not work with a council member's full-time work commitment. According to one elected official, if the scheduled deputy mayor can not represent the city, the next person in line on the deputy mayor schedule is called upon, until someone is able to fill the role for a particular event. If nobody can be found, the city sends its regrets.

It was suggested that the deputy mayor is a "succession planning" role to build capacity and expertise in members of council.

While that is often the case in practice; in legislation (MGA s152.2), the deputy mayor "*must act as the chief elected official*" only "*(a) when the chief elected official is unable to perform the duties of the chief elected official, or (b) if the office of chief elected official is vacant*". Whether the mayor is stretched too thin to perform all required duties is up to the mayor and the rest of council to decide.

**RECOMMENDATION FOR DEPUTY MAYOR CYCLE-LENGTH REVIEW:** That council review the frequency of deputy mayor changes with an eye to providing experience and efficiency to the role.

### 3.3 Council Orientation

Council orientation is an extremely valuable educational component for council members to learn or reinforce roles and responsibilities at the start of each council term, or following by-elections.

According to several interviewees, Fort Saskatchewan's formal orientation session following the 2013 municipal election was not adequately thorough, particularly for new members of council. The orientation that council members did receive at the beginning of the 2013-2017 term was provided largely using internal resources.

Officials have stated that the council orientation for the 2017-2021 council will be significantly more thorough than in the past, with an estimate of four days' orientation to occur. Providing this orientation all at once, or over a very short span, may result in a lower than optimal retention of information for members of council. The city may want to consider a 'triage' method of orientation, whereby elected officials receive information as it is required over the first portion of their term. The first topics may include an orientation to the office and city government, and an orientation to strategic planning and the budget process since those are the first major topics for the new council to consider.

Orientation continues through the term as elected officials learn more about their roles and the nuance of what makes effective local government. A significant part of this is ongoing professional education. One member of council noted that *"each person (council member) has a training budget. It's used more for conferences than courses."* Using the allotted budget for both conference and training would be wise for members of council to consider.

**RECOMMENDATION FOR COUNCIL ORIENTATION:** That council members participate in ongoing governance-focused orientation training at the beginning of their term, starting in October/November 2017 in alignment with requirements outlined in the updated Municipal Government Act.

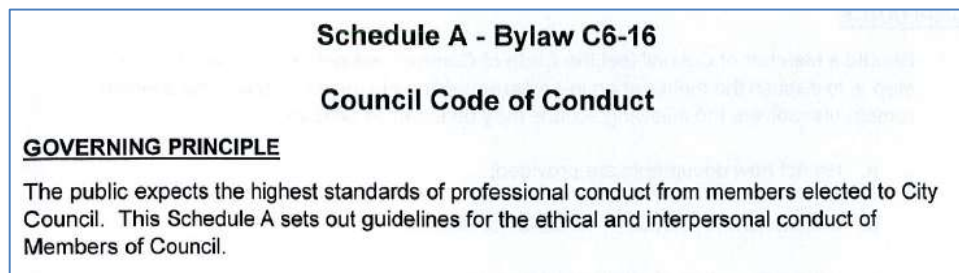
**RECOMMENDATION FOR COUNCIL PROFESSIONAL DEVELOPMENT:** That council members plan for, budget for, and participate in, ongoing professional development throughout their term of office.

### 3.4 Code of Conduct

Diversity of opinion among and between individual council members is a fundamental tenet of good local government. Municipal council members are elected individually, required to vote individually and to participate individually, as part of a collective whole rooted in democratic principles of majority-rule. Respectful debate and disagreements are expected at a local council table since diversity is built into the local governance process.

Fort Saskatchewan approved Council Code of Conduct bylaw (C6-16) on April 12, 2016. Schedule A 'Council Code of Conduct' to this 1.5-page bylaw contains three sections; a Governing Principle, a Code of Conduct, and Compliance. A robust code of conduct bylaw can be quite valuable and important as a guiding document for councillor conduct and it establishes steps for managing real or perceived breaches of the bylaw.

In Fort Saskatchewan's case, the bylaw's purpose is to establish professional, courteous conduct and ethical behaviour as illustrated in the bylaw's governing principle.



*Figure 8 - Governing Principle for Council Code of Conduct*

As the updated MGA comes into force, it is anticipated that a formal code of conduct will need to be created and adopted by all municipal councils. This will likely require Fort Saskatchewan council to update its own bylaw to meet the requirements of the province's pending Code of Conduct Regulation.

Several interviewees noted that council had a choice in options for its code of conduct bylaw in 2016. The choices were between a bylaw that "had teeth" and the bylaw that council ultimately enacted. Interviewees noted that the current version of the bylaw does not allow for appropriate levels or types of action to be taken in response to breaches of the bylaw. One interviewee bluntly stated "*I think it is a waste of paper. No teeth in it.*"

A procedure for applying one or more of 10 types of sanctions, excluding removing a council member from office, is provided in the schedule to the bylaw. Applying, or

consideration of application, of these sanctions has become more common in recent months.

A negative effect of interpersonal conflict on council in recent months was identified by one interviewee as *"we have been spending a lot of time on meeting procedures, code of conduct, sanctions, we have been spending a lot of time, when we could be doing other things"*.

**RECOMMENDATION FOR UPDATED COUNCIL CODE OF CONDUCT BYLAW:** That council create a robust Council Code of Conduct bylaw as required in the updated Municipal Government Act and Code of Conduct Regulation, once proclaimed.

### **3.4.1 Alleged Breaches of Code of Conduct**

In the months preceding the governance review, several high-profile public actions were described as breaches of council's code of conduct. The specific activity associated with each of these occurrences is based on allegations and falls beyond the scope of a governance review; however, the manner in which these items were dealt with by city council has been reviewed. Should council desire to delve more deeply into any of these alleged breaches, it can refer to Step F of its Council Code of Conduct Procedure (GOV-01-C).

The spirit of city council's code of conduct bylaw as expressed in its governing principle noted above is that members of council expect the 'highest standards' of conduct from each other. In some cases, over the course of this council's term, those highest standards have not been reached. This is illustrated in the following examples.

#### **3.4.1.1 Parking Lot Confrontation**

Security camera footage (without audio) shows an alleged confrontation between councillors Randhawa and Garritson in the parking lot of Fort Saskatchewan City Hall. In the video, it appears that Councillor Garritson backed up his vehicle beside Councillor Randhawa's and then, what has been described as a 'confrontation'



occurred. According to several interviewees, this exchange was apparently heated. Shortly thereafter, Councillor Garritson drove away. A short time later Councillor Randhawa also left the parking lot.

Councillor Randhawa provided additional comment that referenced a subsequent council discussion in which Councillor Garritson apparently admitted to Councillor Blizzard that he had confronted Councillor Randhawa in the parking lot. Councillor Randhawa also suggested that Councillor Garritson attempted to "*apologize to me at a later date, once Council started to explore a review.*"

Various versions of what transpired during and after this occurrence insinuate that the behaviour of at least one of the council members may not correspond with several sections of Schedule A of the city's Council Code of Conduct Bylaw, specifically clause 10 "*maintain a high level of respectful dialog with other Members of City Council...*"

*As of the time of submission of this report, no further action on this issue appears to have taken place, though comments provided during interviews indicate that the council members do not seem to have resolved their differences.*

#### **3.4.1.2 Vehicle Purchase Referral**

The Fort Saskatchewan Public Library purchased a vehicle from Sherwood Kia. The purchase was aided by a referral from Councillor Bossert and he received a \$200 referral fee from the dealership for that transaction. Councillor Bossert maintains that he provided the funds to the library in the form of a donation. Library personnel confirmed that a cheque to that effect had been provided.

A Facebook post provided by Councillor Bossert notes that the cheque from Kia was dated December 14, 2017, was deposited December 23 and a cheque issued to the library also dated December 23.

In March, Councillor Garritson requested and received a copy of the personal referral cheque from the dealership. That a copy of the personal cheque was

requested of, and provided by, the dealership to a third party was likely also inappropriate.

Though not proven, in a case such as this, the Code of Conduct may have been breached by both Council members through possible contraventions clauses 8 and 10 of the Code of Conduct.

### **3.4.1.3 Overlapping Expenses**

Media reports have provided articles about duplicate expense claims submitted by Councillor Bossert who was then employed with Alberta Education as well as serving as a Fort Saskatchewan City Councillor. For example, on January 26, 2017, the *Fort Saskatchewan Record* noted:

*Upon his review, he (Bossert) determined there were three instances where he accidentally made duplicate expense reports. He says he over-expensed the city, but his expenses filed with Alberta Education were correct. He says at that time he advised the city manager of his errors, but was told the expense payments were valid. Regardless, Bossert repaid the city \$1,197.18<sup>4</sup>.*

Councillor Bossert provided comment that through the process, the city reviewed the expenses and determined they were in alignment with city policy and that the issue was provincial. The same article from the *Fort Saskatchewan Record* referenced above quoted the interim city manager and stated “Primarily what we concern ourselves with is are his expenses valid under our policies and bylaws that apply to council? At this point we believe that they are.”<sup>5</sup>

This issue led to a notice of motion by Councillor Garritson on April 25, 2016 to sanction Councillor Bossert and apply actions allowed under the Code of Conduct Bylaw. The notice was removed from the agenda through a unanimous vote at the

---

<sup>4</sup> Retrieved from <http://www.fortsaskatchewanrecord.com/2017/01/26/councillor-fired-over-alleged-double-dipping>

<sup>5</sup> Ibid

beginning of the May 9, 2017 regular meeting at which it was to have been debated.

A review of actions shows that duplicate expenses were submitted, acknowledged, and the alleged error was corrected by Councillor Bossert.

As noted at the beginning of this section of the report, proof of allegations of 'double-dipping' by members of council falls outside the scope of this review.

#### **3.4.1.4 Public Discussion of In Camera**

Through the review, several individuals noted that confidential documents and discussions had appeared in public. Knowingly or unknowingly, it appears that individuals may be providing information that was intended to remain in camera to people who were not part of the discussion.

Council's code of conduct speaks to this directly in Clause 3 "communicate confidential information only when authorized to do so". The unauthorized distribution of in camera material by a member of council is a contravention of the code of conduct and could lead to sanctions.

Several interviewees alleged that Councillor Sperling spoke to a local radio station about finance-related information that had been provided at an in camera meeting of council members and that had not been authorized for release. Councillor Sperling was not physically present at the meeting; however, he had telephoned in to the meeting as allowed under Section 9 of the Procedure Bylaw.

In response to the allegations of releasing in camera information, councillor Sperling offered that the data he spoke about was not confidential because it was obtained in separate discussions with city officials outside the meeting process, and that a budget surplus would not be considered confidential.

#### **3.4.1.5 Communicating with the Gallery During Council Meetings**

The growth of communications technology has made it easier to interact with members of the 'gallery' during council meetings even if those members are not

physically present in council chambers. Several interviewees noted that they saw members of council using their phones during meetings, and assumed they were texting with other individuals. As one member of council noted “*you can’t debate a text.*”

Council’s Procedure Bylaw states that the public is to address council during meetings in the following manner:

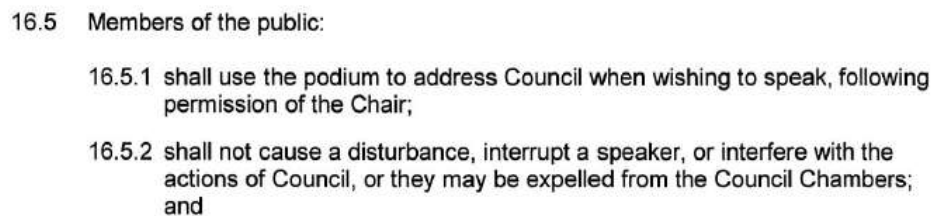
- 
- 16.5 Members of the public:
- 16.5.1 shall use the podium to address Council when wishing to speak, following permission of the Chair;
  - 16.5.2 shall not cause a disturbance, interrupt a speaker, or interfere with the actions of Council, or they may be expelled from the Council Chambers; and

Figure 9 – Excerpt, Procedure Bylaw C1-16

Though the situation of communicating with the gallery (whether verbally or electronically) during a council meeting is not specifically noted in the city’s Code of Conduct bylaw, the action could be seen as being a contravention of the city’s Procedure Bylaw, which itself would be a contravention of the Code of Conduct.

Of relevance, the City of St. Albert has a clause in its own Council Members Code of Conduct Policy (C-CG-08<sup>6</sup>) that does identify the general prohibition on the use of ‘electronic devices’ during council meetings.

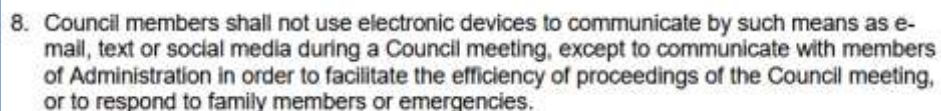
- 
8. Council members shall not use electronic devices to communicate by such means as e-mail, text or social media during a Council meeting, except to communicate with members of Administration in order to facilitate the efficiency of proceedings of the Council meeting, or to respond to family members or emergencies.

Figure 10 – Excerpt, City of St. Albert Code of Conduct

#### 3.4.1.6 Acting as a Team

A general comment about this section is that council is not appearing to act as a team working together for the betterment of the City of Fort Saskatchewan. Policies

---

<sup>6</sup> Retrieved from [https://stalbert.ca/uploads/legislative/C-CG-08\\_Council-Members-Code-of-Conduct.pdf](https://stalbert.ca/uploads/legislative/C-CG-08_Council-Members-Code-of-Conduct.pdf)

and rules may be in place to guide good governance and deal with inappropriate behaviour, but goodwill on the part of elected officials is also necessary. This is difficult to mandate, but it is likely expected by the city's citizens of their elected officials.

One interviewee noted that *"we had attempted to hold an annual retreat for council however they were nothing but controversial"* with challenges by council members about others being bullies. *"and that was pretty much the end of the meeting."* This type of atmosphere is toxic, anathema to good governance, and bullying, however it is perceived, needs to stop.

An internet search reveals there are lots of examples of intra-council acrimony in municipalities across Canada, with some observers noting that it is becoming more prevalent over time. The examples noted above may be specific to Fort Saskatchewan, but they directionally similar to occurrences elsewhere in Canada. This is a wicked problem because legislative tools are limited and solutions rely on individuals working together.

**RECOMMENDATION FOR ABIDING BY CODE OF CONDUCT:** That council members understand and follow their Council Code of Conduct in both spirit and letter.

**RECOMMENDATION FOR TEAM BUILDING:** That council engage in team building functions, potentially included within council retreats, throughout their term

### 3.5 Council Performing Administrative Duties

The MGA s. 201(2) states that a council must not perform administrative duties, as follows:

*(2) A council must not exercise a power or function or perform a duty that is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer.*

The MGA s. 153(1) also requires council members to obtain information from the CAO, as follows:

*(d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;*

The MGA provides clear direction for councils to remain focused at a strategic leadership level and consider broad policies rather than the minutiae of municipal operations. By and large, council members appeared to comply with this requirement.

### **3.5.1 Variance Reporting**

One of the responsibilities of an elected official in an Alberta municipality is “to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer” (MGA s.153 (d)). This responsibility applies to information about the financial condition of the municipality.

In recent months, council has directed administration to provide a more comprehensive quarterly fiscal update than has historically been provided. Through various iterations, some interviewees noted they would like more information, while others noted that their governance role dictates that a high-level overview is all that is required.

The desired outcome of this variance report appears to be a strategic request on the part of elected officials to understand the progress toward whether the city will have a surplus or deficit at year-end, and how that can be incorporated into budget planning for the following year. Of particular relevance to this being an issue now is that the city had a year-end surplus of approximately five million dollars for 2016.

The disagreement appears to be in the level of detail – how much administrative information – is required to make the strategic decision about budget allocations for future years.



To illustrate the dichotomy, one member of council noted that *"the finance variance report is too much information. we should get a one-pager that is by department and an over/under by X%. That's the level of detail council needs to know."* Another elected official identified the need for more information as *"getting this should be a no brainer. But it's like pulling teeth. We would get less surprised if we had quarterly reporting of variances."*

How much information is the 'right' amount of information without venturing into administration's bailiwick is the crux of this debate. This is an area that is spoken to by the MGA reference at the start of this sub-section.

Under the MGA, council does have the authority to require the CAO to provide a comparison of actual expenditures with estimates "as often as council directs" as noted below in the excerpt from section 208 of the Act.

***Performance of major administrative duties***

*208(1) The chief administrative officer must ensure that*

*(k) the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by council are reported to council as often as council directs;*

**RECOMMENDATION FOR COUNCIL TO AVOID ADMINISTRATIVE FUNCTIONS:** That council members refrain from performing administrative duties, in accordance with the provisions in the MGA s. 201(2).

**RECOMMENDATION FOR FINANCIAL REPORTING POLICY:** That council create or update a financial reporting policy in accordance with MGA s 208 (k).

### **3.6 Strategic Planning**

Strategic planning is one of the key ways in which a municipal council identifies its priorities for the future with short- to mid-range goals that lead toward achieving the municipality's vision. A homegrown strategic plan is a necessary component to centralize and communicate council direction. This level of planning provides clarity to administration on council's priorities for the community and should lead to a

logical alignment of resources with strategic priorities through the budgeting process.

At its October 14, 2014 council meeting, the City of Fort Saskatchewan adopted its 2014-2017 Strategic Plan (R174-14). This plan identifies:

- Vision
- Mission
- Core Values
- Guiding Principles
- Community Sustainability Priorities
- Four Corporate Strategic Goals
  - Position for Growth
  - Strong, Diverse Economy
  - Vibrant and Thriving Community
  - Excellence in Government

A more detailed plan, the Community Sustainability Plan (CSP) was last updated in 2014, also at the October 14 meeting (R173-14). This plan is more detailed than the Strategic Plan and appears to build on the set of five Sustainability Priorities from the Strategic Plan. Each priority includes targets and the 'Top 5 Actions'.

Reviewing both the Strategic Plan and the CSP reveals a comprehensive list of governance-focused strategies. What is not apparent is whether the priority list is reviewed by council regularly and updated as the environment shifts and priorities change. One interviewee noted *"priorities were set at the beginning of the term. The new council will review the new plan"*. Related to this, another interviewee noted *"we are 'flying by the seat of our pants'. We don't really set priorities."*

A review of regular council meeting agendas between July 2016 and June 2018 identifies one agenda item for a review of priorities of the strategic plan (July 12, 2016), yet more than one interviewee noted that the plan is reviewed 'a couple of times a year'. It is possible that these items were also reviewed at a council workshop or a city manager's briefing session; however, such updates would not have been done in public.

The July 2016 review of the plan identified progress on each of the four goals, with next steps noted as:

*Work on these and other projects will continue to progress for the remainder of the term of the 2014-2017 Strategic Plan. Activities to renew this Plan will commence in 2017, as we prepare to undertake our consultation process to support development of a 2018-2021 Strategic Plan<sup>7</sup>.*

A wise practice is a review of progress towards achieving council's priorities on a regular basis, at least semi-annually. Re-setting or re-confirming priorities on an annual basis provides a renewed focus for both council and administration.

Strong communication with residents is a key attribute for council to ensure legitimacy in establishing specific priorities for the community. Strategic-level plans deserve broadcasting and should be promoted and be publicly accessible. As an example of this, the city conducted a resident survey, an online survey and public engagement sessions in coordination with setting the 2014 Strategic Plan. As council considers either updating their strategic planning documents or replacing them with new ones, reviewing the documentation from 2014 would be a useful tool for benchmarking and as a look-back about which issues identified in 2014 have been addressed.

Closing the loop to communicate performance results back to the public in a manner that is easily understood using tools like an 'annual report to the community' would also assist with municipal transparency.

On the surface, Fort Saskatchewan is to be commended preparing robust strategic plans, but the city could refer to the plans in more meaningful ways.

**RECOMMENDATION FOR PRIORITY SETTING:** That council review priorities on a regular basis to celebrate accomplishments, adapt to changing environments, and set new priorities where necessary and where capacity allows.

---

<sup>7</sup> Text is from RFD, July 2016 'Progress Report 2014-2017 Strategic Plan'

**RECOMMENDATION FOR TARGET PROGRESS REPORTS:** That administration develop and present council with a quarterly or semi-annual report on progress toward achieving targets in the Strategic Plan and Community Sustainability Plan.

**RECOMMENDATION FOR UPDATING STRATEGIC PLANS:** That council update its strategic plans and identify priorities soon after the 2017 municipal election.

## 3.7 Council Leadership

### 3.7.1 Leadership Rating

During the review interviews, all interviewees were asked to rate the recent leadership shown by the current city council. The results illustrated in the chart below show that respondents thought that this council's leadership is in the average range, with no individuals choosing very high or very low ratings.



Municipal council leadership serves as a central force to accomplish municipal purposes such as to develop and maintain safe and viable communities, and to provide services, facilities or other things that, in the opinion of council, are necessary or desirable (MGA, s.3).

The local government system is designed to provide grassroots leadership with local elected representatives serving the community. Local leaders have, or are expected to quickly acquire, great awareness and sensitivity to the physical, environmental, social, cultural and historical attributes of the community. A council, acting collectively can be seen as an enabler of progress by accomplishing



strategic objectives that serve local needs and build a vibrant, sustainable community.

Council members appeared to know that they are each other's 'first team', knowing that they had been elected to work together for the betterment of the community even if they do not agree on all issues.

Based on the review rating above, in their own estimation, council could be providing better leadership and good governance to their community.

### **3.7.2 Council Voting Patterns**

According to interviewees and a review of voting patterns, city council seems to consist of two relatively consistent groups, with the other council member appearing to be more independent from the groups. The groups comprise Mayor Katchur, Councillor Blizzard and Councillor Garritson; and Councillors Bossert, Randhawa and Sperling. Councillor Hennig does not appear to be closely aligned with either of the groups in terms of voting.

A review of voting for regular meetings in between July 2016 and June 2017 does show a weak alignment in voting patterns with the two groups noted above, however the vast majority of the time (~75%), council voted unanimously in favour of resolutions. It must be noted that many of the resolutions are procedural in nature (i.e. approvals of agendas, minutes) and are therefore typically not contentious. Of the non-unanimous votes, 30% of those reflected the same 3-3 group-based votes cast, with the seventh vote not being cast consistently with one or the other of the groups.

That the impression of 'voting blocs' as several interviewees called them, is present is problematic because it provides the impression that individual members of council may be voting for or against a resolution because other members are likely to vote in a certain way. The risk is that community benefit comes second to achieving a voting 'win'.

It is not unexpected for individual members of council who share similar views to vote in similar ways. This may be the case in Fort Saskatchewan; however, the impression among interviewees is that voting blocs exist.

**RECOMMENDATION ON VOTING ON MERIT:** That city council members vote on resolutions based on the members' values, principles and beliefs of what will be best for the City of Fort Saskatchewan.

### 3.7.3 Mayoral Leadership Requirement

As the first among equals, the mayor of any community is expected to provide guidance and support to other members of council. That support extends to 'fair' treatment of all members of council as perceived by those members, by city officials, and by the wider community.

There was near universal recognition of Mayor Katchur's ability to be visible and present in the community, as identified by several members of council who noted that the deputy mayor is not often called upon to represent the community at community events because the mayor is typically already present. Mayor Katchur noted that *"I made a commitment when I became the mayor – if my calendar is open and you want me there, I'll go. It's become an expectation with people now"*.

Where lower leadership ratings appeared was in meeting procedures and strategic guidance. Observers were split on the mayor's control over the meeting process, with some individuals noting that the mayor appears to be well briefed and well versed in meeting procedures, while others made comments that the mayor appears to favour some members of council over others, and that some individuals may not receive as much time to speak as others do.

As the 'first among equals' referenced above, one of the mayor's roles is to foster a team environment among elected officials. This team environment does not seem to be present in Fort Saskatchewan, and several interviewees noted that this has degraded over time. This issue not solely the responsibility of the person in the

mayor's chair; however, as the leader of council, it is incumbent on the mayor to build a cohesive unit from seven individuals.

Another possible point of contention is whether the mayor provides direction to city staff outside council meetings. Only council can direct staff, and even then, council can only direct the city manager. Whether in a council meeting or not, the mayor of a community has inherent authority that comes with the role. Care must be taken that casual comments to city staff are not perceived as direction being given to staff.

**RECOMMENDATION FOR MAYOR LEADERSHIP** That the mayor be conscious of being 'first among equals' in the council meeting process and that the mayor provide as equal time as possible to all members of council within the constraints of the city's Procedure Bylaw.

### 3.8 Organizational Meetings

A council must hold an organizational meeting each year, in accordance with the MGA s. 192(2) which reads as follows:

***Organizational meetings***

- 192(1) Except in a summer village, a council must hold an organizational meeting annually not later than 2 weeks after the 3<sup>rd</sup> Monday in October.*
- (2) The council of a summer village must hold an organizational meeting annually not later than August 31.*

Records show that the City of Fort Saskatchewan council held annual organizational meetings within the timeframe legislated by the MGA over the term of the current council. Organizational meetings occurred on:

- 2016: October 25
- 2015: October 27
- 2014: October 28
- 2013: October 29

Organizational meetings are expected to be limited to the following agenda items according to standard practices and guidelines<sup>8</sup> provided by Alberta Municipal Affairs:

*The CAO shall set the time and place for the Organizational Meeting; the business of the meeting shall be limited to:*

*(a) The appointments of members to Committees which Council is entitled to make;*

*(b) Establishing a roster of Deputy Mayors for the following year;*

*(c) Any other business required by the MGA, or which Council or the CAO may direct.*

*Appointments of Council members to committees shall be for a term of one year, unless otherwise specified and reviewed at the Organizational Meeting.*

A review of organizational meeting minutes from the current council term (2013-2016) appears to indicate that these meetings have been conducted separate and apart from regular council meetings, as evidenced by the lack of regular meeting agenda items on the same agenda as the organizational meeting.

These meeting agendas properly comprise setting the council meeting schedule, the deputy mayor rotation, and the appointment of council members to boards, committees and commissions.

### **3.9 Meetings of Council**

Municipal councils are expected to display formality and respect in interactions during public meetings. City of Fort Saskatchewan council members are guided by the city's Procedure Bylaw C1-16 "to regulate meeting procedures."

During attendance at a council meeting and review of webcasts of other meetings, city council appeared to work together in a professional manner. The mayor was recognized as the meeting chair by council members. There was a certain amount of informality with members addressing each other and members of administration

---

<sup>8</sup> Alberta Municipal Affairs. (2013) Municipal Procedural Bylaw containing standard organizational meeting content accessed from: [http://www.municipalaffairs.alberta.ca/documents/ms/Basic\\_Principles\\_of\\_Bylaws\\_2013.pdf](http://www.municipalaffairs.alberta.ca/documents/ms/Basic_Principles_of_Bylaws_2013.pdf)

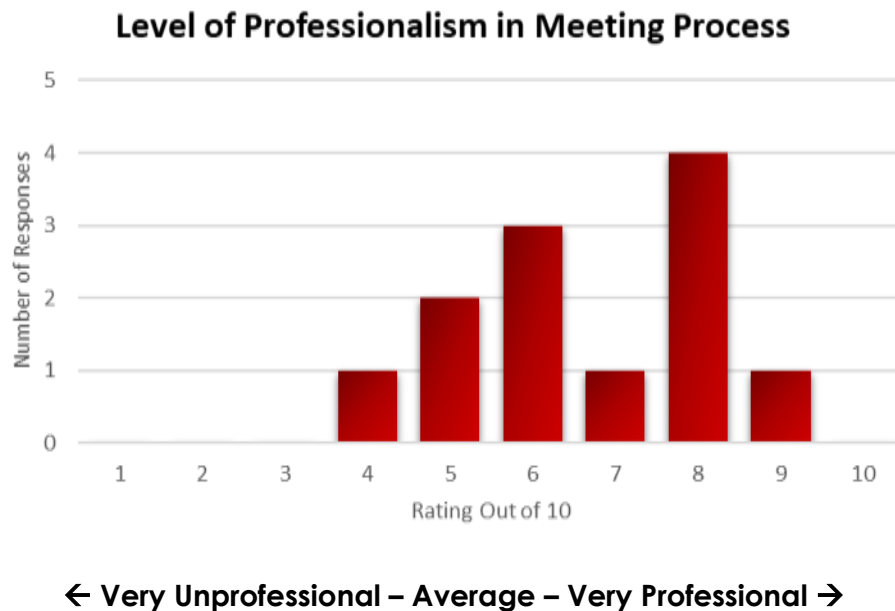
directly rather than through the chair. While this was not consistently done, it could be improved with additional rigour.

During the meeting attended by Strategic Steps, both the public in the gallery and council were observed to generally conduct themselves in a professional fashion, however the atmosphere in the meeting room felt tense, perhaps because of the topics on the agenda.

The following general comments were noted while observing council meetings:

Notice	Appropriate notice was provided for the meetings.
Decorum/formality	Generally respectful and professional.
Agendas	<p>Agenda content is posted online prior to meetings and appears to be thorough.</p> <p>No detailed information about the in camera portion of meetings is provided beyond the topic and FOIP exception to disclosure reference.</p>
Public participation	Was managed appropriately.
Delegations	<p>Delegations are typically heard early in each regular council meeting within these constraints noted on the agenda</p> <p><i>Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Each individual will be allowed a maximum of five (5) minutes.</i></p> <p>Further comment on delegations is provided later in this report.</p>
Chair	The mayor was observed to chair the meetings in a respectful and professional manner.
Administration participation	The interim city manager and other members of administration participated where appropriate and appeared to have the respect of council.

Throughout the review process, stakeholders who had attended council meetings in the past two years were asked to rate the level of professionalism observed in the council meeting process. Most respondents indicated that the council meeting process was slightly higher than the average that could be expected, and the average rating of professionalism in the council meeting process was of 6.7/10, as shown in the following chart:



### 3.9.1 Council Meeting Agendas and Agenda Packages

Agenda preparation is regulated under the Section 10 of the Procedure Bylaw C1-16 as follows:

10. **AGENDA**

10.1 The agenda for each Council meeting is established by the City Manager in consultation with the Mayor and Director, Legislative Services.

10.2 Agendas shall be delivered to Members by the Director, Legislative Services at least five days before each meeting.

10.3 The Director, Legislative Services shall make copies of the agenda available to the public after distribution to Members.

10.4 The order of business for each meeting shall be determined by the Chair.

10.5 The addition or deletion of agenda items at a Council meeting requires a motion by Council.

*Figure 11 - Excerpt, Procedure Bylaw C1-16*

City staff confirmed that every effort is made to ensure that the full agenda package is available to council at least five days prior to any Tuesday council meeting, but that there are times when the information is not yet available to them. In these cases, where possible, the information is provided to council as early as possible.

A review of council minutes showed that agenda items are infrequently added to the agenda at the start of council meetings. In the first six months of 2017, additions to the agenda were made twice, during the meetings of March 28 and April 25.

### **3.9.2 Council Meeting Minutes**

The review found that approved minutes are available signed on the city's website.

Before being considered approved, draft minutes are presented to council for approval in accordance with MGA s. 208(1) which reads as follows:



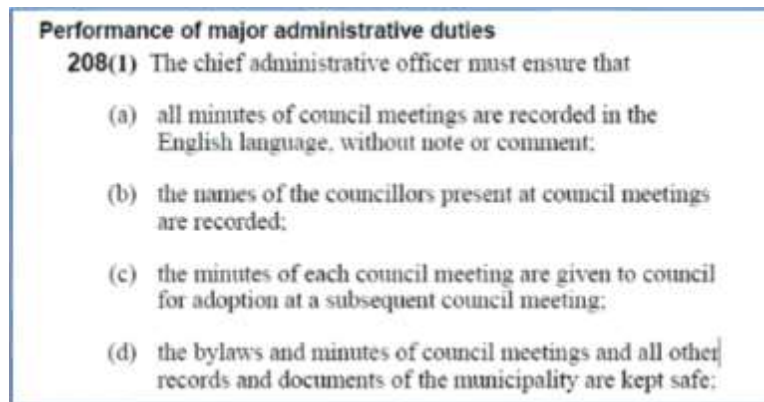


Figure 12 - MGA s.208(1)

The MGA requires that the minutes of council meetings are recorded in English, without note or comment. The review concluded that the city is compliant and allows the reader to understand what was discussed. The description should be brief and without comment, but should be descriptive enough to allow the reader to understand what was being discussed.

For example, when delegations were heard regarding the 2017 property tax bylaw the meeting on April 25, 2017, the minutes noted who spoke, whether they were in favour or opposed to the bylaw, and generally what they spoke about.

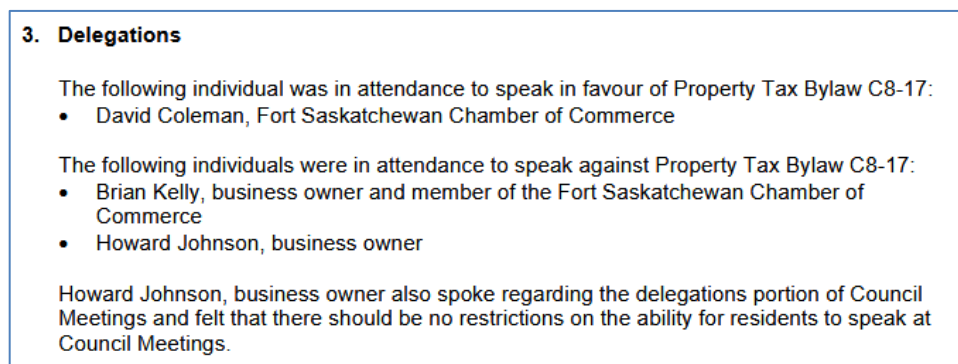


Figure 13 – Excerpt, April 25, 2017 Council Minutes

Meeting minutes were found to contain an appropriate record of decisions as illustrated in the two example resolutions in the April 12, 2016 regular council meeting that are seen below.

<b>8.1 Harbour Pool Swimming Lesson Registration</b>	
<b>R58-16</b>	MOVED BY Councillor Randhawa that Council direct Administration to bring back a report by June 1, 2016 with policy proposals outlining the possibility of aiding in aquatic program subscription issues by looking at an advance registration period for residents.
In Favour:	Stew Hennig, Arjun Randhawa, Birgit Blizzard, Ed Sperling
Against:	Gale Katchur, Frank Garritsen, Sheldon Bossert
CARRIED	
<b>8.2 2017 Employee Position Allocations</b>	
<b>R5916</b>	MOVED BY Councillor Sperling that Council implement a hiring freeze at the City of Fort Saskatchewan due to the current economic conditions within Alberta. All positions are to be managed within the City's current position allocations and salary budgets, and further that the hiring freeze be reviewed after December 31, 2017.
In Favour:	Stew Hennig, Arjun Randhawa, Ed Sperling
Against:	Gale Katchur, Frank Garritsen, Birgit Blizzard, Sheldon Bossert
DEFEATED	

Figure 14 - Excerpt, April 12, 2016 Council Minutes

Best practices for meeting minute preparation are to record the *actions* (resolutions) of the council. Best practices also show that “*discussion or personal opinion*” should not be recorded in the minutes, according to Robert's Rules of Order. Additional detailed resources are available through Alberta Municipal Affairs, such as [A Guide to the Preparation of Council Meeting Minutes](#).

The review found that council meeting minutes were presented to council for approval in accordance with MGA s. 208(1) which reads as follows:

*(c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting;*

Council meeting minutes are available electronically on the municipal website. Draft council meeting minutes become available with the posting of the agenda package for the meeting at which the draft minutes are to be considered.

The municipality followed a best practice in applying a unique, chronological numbering system to council resolutions for ease of reference and clarity. An example of this can be seen in the figure above from the April 12, 2016 Special Meeting.

### 3.9.3 Council Acting by Bylaw or Resolution

The MGA is very specific on the *Council Proceedings Requirements for Valid Action* where a council may only act by resolution or bylaw in a public meeting with a quorum present, as follows:

***Methods in which council may act***

*180(1) A council may act only by resolution or bylaw.*

***Requirements for valid bylaw or resolution***

*181(1) A bylaw or resolution of council is not valid unless passed at a council meeting held in public at which there is a quorum present.*

Some stakeholders indicated that city council occasionally engaged in informal debate and provided perceived guidance to administration outside of council meetings through council workshops and the city manager briefing sessions. Both are discussed later in this section of the report.

The primacy of the council needs to be respected where council discussion and debate is reserved for official council meetings, and where the public has a right to be present in accordance with legislative requirements for the decision-making process.

Fort Saskatchewan uses electronic voting during council meetings and part of that includes the projection of the proposed resolution on a screen. Best practices in this area result in council and members of the gallery being able to view proposed resolutions and amendments in real time before the vote is taken.

In this way, all members of council and the gallery can see the same proposed wording. This promotes clarity for council voting and for administration in recording the minutes.

Administration assists council by drafting proposed resolutions for each council agenda item, within a comprehensive Request for Decision (RFD)-type document, a portion of an example RFD appears below. This is from the June 27, 2017 Regular Council meeting:

<p style="text-align: center;"><b>CITY OF FORT SASKATCHEWAN</b></p> <hr/> <p style="text-align: center;"><b>Council Remuneration &amp; Expense Procedure</b></p> <p><b>Motions:</b></p> <ol style="list-style-type: none"><li>1. That Council adopt Council Remuneration &amp; Expenses Procedure GOV-009-C.</li><li>2. That Council repeal the City Council Remuneration Policy GOV-009-C.</li><li>3. That Council repeal the City Council Remuneration Procedure GOV-009-C.</li><li>4. That Council repeal the Travel and Expense Claims Policy FIN-012-C.</li></ol> <p><b>Purpose:</b></p> <p>That Council be presented with information on the impacts of removing any timeline references relating to the payment of remuneration and expenses.</p>
--

*Figure 15 - Example of Request for Decision, June 27, 2017*

These RFDs typically contain all or most of the sections for Motions, Purpose, Background, Plans, Next Steps, Recommendations and Attachments. A tie between the RFD and council's strategic priorities would be helpful, as would a link back to the relevant agenda item.

Council's decision-making process is public. With few exceptions such as those noted in FOIP's exceptions to disclosure, the public has the ability to see the same information that is provided to council.

**RECOMMENDATION TO REVIEW RFD PROCESS:** That administration review the Request for Decision document to ensure it meets the needs of council and administration, and that it ties requested decisions to council's strategic priorities where possible.

### **3.9.3.1 Requests and Information by Email or Text**

While not identifying specific actions, several interviewees noted that dozens, if not hundreds of text messages and emails circulate among elected officials between council meetings, asking questions or making requests of elected officials or members of administration. Council is reminded that may only act in public and by resolution or bylaw.

While different individuals choose to communicate using different channels, some council members identified that they felt inundated with text messages and emails

to the point where the messages are now sometimes ignored. These text messages and emails also likely constitute city records.

**RECOMMENDATION ON ELECTRONIC COMMUNICATION:** That council receive training in effective and appropriate electronic communication, either through a specific training session or in conjunction with the 2017 council orientation process.

### 3.9.4 Requirement to Vote and Abstentions

The MGA requires clarity and transparency for councillor actions by requiring them to state the reasons for abstentions from voting as follows:

***Requirement to vote and abstentions***

*183(1) A councillor attending a council meeting must vote on a matter put to a vote at the meeting unless the councillor is required or permitted to abstain from voting under this or any other enactment.*

*(2) The council must ensure that each abstention and the reasons for the abstention are recorded in the minutes of the meeting.*

Council meeting minutes show that council members followed proper processes for voting or abstaining on matters, in accordance with the MGA. This is illustrated in the section of the review on pecuniary interest that follows this section.

In accordance with the MGA and the city's Procedure Bylaw, if a council member does have a pecuniary interest requiring an abstention from voting, it is necessary that they state reasons and leave the room prior to discussion and voting.

Voting on council decisions is a fundamental duty of council members, and if council members refuse to vote on a matter when they are present at the meeting, and when they have no pecuniary interest, the consequence may be a disqualification from council in accordance with the MGA s. 174(1)(f). The consequence for improperly abstaining from voting on a matter put to a vote is significant because otherwise a council member could strategically abstain from voting as a tactic to control or influence the outcome of a council decision.

### 3.9.5 FOIP Exceptions to Disclosure and Confidentiality

Best practices require municipal councils to show greater disclosure on the reason for closing the meeting, and specifically state applicable *Freedom of Information and Protection of Privacy Act* (FOIP) exceptions to disclosure. Exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* are listed below:

#### ***Division 2***

#### ***Exceptions to Disclosure***

- 16 Disclosure harmful to business interests of a third party*
- 17 Disclosure harmful to personal privacy*
- 18 Disclosure harmful to individual or public safety*
- 19 Confidential evaluations*
- 20 Disclosure harmful to law enforcement*
- 21 Disclosure harmful to intergovernmental relations*
- 22 Cabinet and Treasury Board confidences*
- 23 Local public body confidences*
- 24 Advice from officials*
- 25 Disclosure harmful to economic and other interests of a public body*
- 26 Testing procedures, tests and audits*
- 27 Privileged information*
- 28 Disclosure harmful to the conservation of heritage sites, etc.*
- 29 Information that is or will be available to the public.*

Agenda items that do not fall within the above FOIP Exceptions to Disclosure are to be discussed by council during the open portion of public council meetings.

Items which do fall within the above FOIP Exceptions to Disclosure are to be kept in strict confidence. Keeping matters in confidence was identified as a concern by some interviewees. Council members are reminded of their responsibility to keep matters in confidence, according to the MGA s. 153(e), as follows:

- (e) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public;*

As noted elsewhere in this report, members of council need to ensure that confidential matters are discussed in a closed meeting and remain private until a proper time.

**RECOMMENDATION FOR IN CAMERA AGENDA ITEMS:** That council members comply with the MGA s. 197 when closing any part of a meeting to the public, and that council members keep matters in confidence as required by the MGA s. 153.

### 3.9.6 Pecuniary Interest

According to the MGA, council members have a pecuniary interest if a decision of council could monetarily affect a councillor or a councillor's employer, as follows:

***Pecuniary interest***

*170(1) Subject to subsection (3), a councillor has a pecuniary interest in a matter if*

- (a) the matter could monetarily affect the councillor or an employer of the councillor, or*
- (b) the councillor knows or should know that the matter could monetarily affect the councillor's family.*
- (2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects*
  - (a) the person directly,*
  - (b) a corporation, other than a distributing corporation, in which the person is a shareholder, director or officer,*
  - (c) a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or*
  - (d) a partnership or firm of which the person is a member.*

Council members are also citizens, with rights to conduct business with the municipality. Alberta's local government system emphasizes transparency and the MGA gives clear directions to council members so they can conduct themselves properly when they encounter pecuniary interest situations, as follows:



**Disclosure of pecuniary interest**

- 172(1) When a councillor has a pecuniary interest in a matter before the council, a council committee or any other body to which the councillor is appointed as a representative of the council, the councillor must, if present,
- (a) **disclose the general nature** of the pecuniary interest prior to any discussion of the matter,
  - (b) **abstain from voting** on any question relating to the matter,
  - (c) subject to subsection (3), **abstain from any discussion** of the matter, and
  - (d) subject to subsections (2) and (3), **leave the room** in which the meeting is being held until discussion and voting on the matter are concluded.
- (2) If the matter with respect to which the councillor has a pecuniary interest is the payment of an account for which funds have previously been committed, it is not necessary for the councillor to leave the room.
- (3) If the matter with respect to which the councillor has a pecuniary interest is a question on which, under this Act or another enactment, the councillor as a taxpayer, an elector or an owner has a right to be heard by the council,
- (a) it is not necessary for the councillor to leave the room, and
  - (b) the councillor may exercise a right to be heard in the same manner as a person who is not a councillor.
- (4) If a councillor is temporarily absent from a meeting when a matter in which the councillor has a pecuniary interest arises, the councillor must immediately on returning to the meeting, or as soon as the councillor becomes aware that the matter has been considered, disclose the general nature of the councillor's interest in the matter.
- (5) The abstention of a councillor under subsection (1) and the disclosure of a councillor's interest under subsection (1) or (4) must be recorded in the minutes of the meeting.
- (6) If a councillor has disclosed a pecuniary interest at a council committee meeting and council considers a report of the committee in respect of which the councillor disclosed a pecuniary interest, the councillor must disclose the pecuniary interest at the council meeting and subsection (1) applies to the councillor.

According to the MGA s. 170(3) a pecuniary interest does not exist when voting on council remuneration, as follows:

**(3) A councillor does not have a pecuniary interest by reason only of any interest**

- (a) that the councillor, an employer of the councillor or a member of the councillor's family may have as an elector, taxpayer or utility customer of the municipality,
- (b) that the councillor or a member of the councillor's family may have by reason of being appointed by the council as a director of a company incorporated for the

- purpose of carrying on business for and on behalf of the municipality or by reason of being appointed as the representative of the council on another body,*
- (c) that the councillor or member of the councillor's family may have with respect to any allowance, honorarium, remuneration or benefit to which the councillor or member of the councillor's family may be entitled by being appointed by the council to a position described in clause (b),*
- (d) that the councillor may have with respect to any allowance, honorarium, remuneration or benefit to which the councillor may be entitled by being a councillor,*
- (h) that the councillor or member of the councillor's family may have*
- (i) by being appointed as the volunteer chief or other volunteer officer of a fire or ambulance service or emergency measures organization or other volunteer organization or service, or*
- (ii) by reason of remuneration received as a volunteer member of any of those voluntary organizations or services,*

It is appropriate for council members to seek legal counsel prior to voting or abstaining from voting on matters if they are unclear on a potential pecuniary interest matter. Legal counsel can consider the situation and advise a council member whether or not they have a pecuniary interest, or if they are required to vote on an agenda item.

The pecuniary interest provisions in the MGA refer to the monetary effect of a council decision, which could be either positive or negative. Issues which have non-monetary impact on the councillor are NOT considered pecuniary and therefore require the councillors' participation. It is also noted that the MGA does not reference 'conflict of interest' wording even though that term is in the common vernacular, but rather the term 'pecuniary interest' is used. It is important that municipalities use wording in bylaws and resolutions that is consistent with the MGA wherever possible.

According to city administration and a review of council meeting minutes, the last time a pecuniary interest was declared was at the April 12, 2016 regular council meeting. Correspondence received during the governance review stated that "Councillor Sperling declared a conflict of interest and vacated the Council Chambers when Council was dealing with funding for a Habitat for Humanity

project. Councillor Sperling advised that his employer, ATB Financial, manages the Move-Up Program funding and excused himself from all discussions." The relevant portion of the meeting minutes records the appropriate actions associated with this matter as shown below:

**5.1 Habitat for Humanity Site Selection Process**  
Presented by: Troy Fleming, General Manager, Infrastructure & Community Services

Councillor Sperling declared a "conflict of interest" regarding Agenda item 5.1 – Habitat for Humanity Site Selection Process as his employer, ATB Financial, manages the Move-up Program funding. Councillor Sperling left the Council Chambers at 6:15 p.m.

**R47-16** MOVED BY Councillor Garritsen that Council provide the balance of the Provincial Affordable Housing Grant (\$692,903 as of January 2016) to Habitat for Humanity for the purpose of purchasing land within the City of Fort Saskatchewan in order to construct 8 duplex lots (16 total units) for the Habitat for Humanity Program.

In Favour: Gale Katchur, Frank Garritsen, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert

Against: Stew Hennig

Abstained: Ed Sperling

CARRIED

Councillor Sperling re-entered the Council Chambers at 6:45 p.m.

Figure 16 - April 12, 2016, Action Associated with Pecuniary Interest

The city's Procedure Bylaw identifies required actions in cases of pecuniary interest. Council minutes above reflect that the required actions were taken.

Bylaw C1-16  
Page 17

**24. VOTING - PECUNIARY INTEREST (CONFLICT)**

**24.1** Members who believe that they have a pecuniary interest in any matter before Council, or any Committee or Board to which they are appointed as a representative of Council, shall:

24.1.1 declare and disclose the general nature of the pecuniary interest prior to any discussion of the matter;

24.1.2 abstain from discussions or voting on any question relating to the matter; and

24.1.3 remove themselves from the room until the matter is concluded.

**24.2** The minutes shall indicate the Member's declaration, the nature of the pecuniary interest, the time at which the Member left the room, and the time which the Member returned.

Figure 17 – Excerpt, Procedure Bylaw Regarding Pecuniary Interest

### 3.9.7 In Camera Portions of Meetings

The MGA s. 197 allows a council to close all or part of a meeting to the public as follows:

***Public presence at meetings***

*197 (1) Councils and council committees must conduct their meetings in public unless subsection (2) or (2.1) applies.*

*(2) Councils and council committees **may close all or part of their meetings to the public** if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act.*

*(2.1) A municipal planning commission, subdivision authority, development authority or subdivision and development appeal board established under Part 17 may deliberate and make its decisions in meetings closed to the public.*

*(3) When a meeting is closed to the public, no resolution or bylaw may be passed at the meeting, except a resolution to revert to a meeting held in public.*

Fort Saskatchewan council meeting agendas appear to appropriately note when in camera sessions are being used, what the topic is, and for which FOIP exception to disclosure that the item is not being presented in a public session.

<b><u>2. In-Camera Session</u></b>	
<u>Growth Study Update</u> <u>FOIP, Section 21(1), Harmful to Intergovernmental Relations</u>	Troy Fleming (verbal)

Figure 18 – Excerpt, May 9, 2017 Council Agenda

The record of council meetings in 2017 shows that three of 10 regular meetings have had an in camera portion and all of these items included a FOIP Exception to Disclosure statement. Minutes show that no motions were made in camera, with the exception of the motion to revert to open session. This is appropriate under the MGA.

### 3.9.8 Council Workshops

A fundamental principle of governance Alberta municipalities is that, with few exceptions, councils must conduct their meetings in public. Section 197 of the MGA, cited in the previous section, requires that *"councils and council committees must conduct their meetings in public unless..."*

Some weeks when council does not meet, a non-mandatory meeting of members of council and senior administration is held. This appears to be approximately once a month. An interviewee stated that these gatherings, called workshops, *"are used as an educational tool for the Mayor and Councillors. While attendance is not mandatory, it is beneficial to have all members participate."* There is obvious benefit to these gatherings because members of council and administration are able to explore topics in depth and provide feedback to administration prior to decisions being required in council meetings.

There is no city policy regarding the workshops and they are not identified in the Procedure Bylaw. The workshops do have agendas and are chaired by the mayor. Two recent workshop agendas (January 17 and April 18, 2017) were reviewed during this governance review.

One interviewee noted that *"workshops are not public;"* however, there are agendas and the workshops *"have always been treated like in camera, but there are no minutes taken"*.

The MGA 167(2) states that quorum for a council meeting is *"the majority of all the councillors that comprise the council under section 143"*. Since there were no vacancies on council during the 2013-2017 term, quorum for the purposes of a meeting is four members. Under this definition, the workshops may comprise a council meeting, and if that is the case, the workshops would therefore be public unless otherwise closed under sections 197 or 198 of the MGA.

**RECOMMENDATION FOR COUNCIL WORKSHOPS:** That Council Workshops be formalized by bylaw and that a legal opinion be sought to determine whether workshops are considered to be public meetings, except for topics which are anticipated in FOIP Exceptions to Disclosure.

**RECOMMENDATION FOR PROCEDURE BYLAW DEFINITION:** That the City of Fort Saskatchewan Procedure Bylaw C1-16 be updated to add a definition for ‘Council Meeting.’

### 3.9.9 City Manager Briefings

In advance of each regular council meeting, members of council and senior management gather for approximately an hour for a session called City Manager Briefings, or colloquially ‘chat sessions’. The public is not invited to these meetings; however, the meetings do not appear to be in camera either.

The intention of this time is for the city manager to provide information of interest to members of council. Interviewees describe this as a time that council members are made aware of upcoming potential issues about which they may be queried – topics like the tax notices are being mailed, or there are issues with a service.

The agenda for the meetings is the city manager's. Following the completion of the briefing, council typically moves into chambers and the public meeting begins.

There were conflicting comments about whether decisions are made at the briefing. There are no formal votes, but interviewees noted that ‘straw polls’ or nodding of heads is sometimes used. While not an overt request for administration to act, the non-decisions do provide insights into how council is likely to react to a particular topic.

Records provided during this review could be interpreted to indicate that council members' opinions on topics that emerged at the briefing may have altered recommendations on subsequent council meeting Requests for Decision in at least one instance.

The MGA does not anticipate meetings such as the City Manager's Briefing occurring in a non-public meeting of members of council if the meeting is in fact a 'council meeting'.

**RECOMMENDATION FOR CITY MANAGER'S BRIEFING:** That a legal opinion be sought to determine whether City Manager's Briefing sessions are considered to be public meetings, except for topics which are anticipated in FOIP Exceptions to Disclosure.

### 3.9.10 Public Presence During Meetings

Members of the public have the right to be present in the gallery to attend council and committee meetings, in accordance with the MGA s. 198, as follows:

***Right of public to be present***

198 *Everyone has a right to be present at council meetings and council committee meetings conducted in public unless the person chairing the meeting expels a person for improper conduct.*

Transparent decision-making is a fundamental tenet of local government. There is an expectation that a city council will deliberate matters of local concern in a public setting with respectful, professional meeting procedures.

Fort Saskatchewan's council chambers provide an adequate meeting space, though some interviewees expressed that they were unable to hear some of the quieter members of council and administration during the course of the meeting. While not related to the ability to hear properly, one member of administration noted that the administration team all face council and are not able to see the gallery, meaning they are not able to gauge the mood or body language present in the gallery.

The open portion of city council meetings is live webcast and subsequently archived to the city's website, making it easier for individuals to watch the proceedings remotely or at a time of their choosing.



At the time of the review the city is contemplating upgrading its webcasting technology, in part because the current system does not allow council meeting webcasts to be viewed on most common internet browsers.

Though there is a visual record of each council meeting, the approved meeting minutes remain the official record of the meeting. Having a visual record of the open portion of the meeting allows citizens or staff to get an idea of the non-verbal aspects of the debate and the context of council's decisions.

### **3.9.11 Public Delegations**

Ongoing reciprocal consultative dialogue between citizens and their elected officials can add legitimacy to decision-making and lead to a greater understanding of the potential impact of local issues. There are appropriate means for citizens to address elected officials informally before or after council meetings; or formally as a delegation to council.

The public generally conducted themselves appropriately during the meetings that Strategic Steps attended or watched, though this was not always the case. Occasional cheering, clapping or other verbal participation in the meeting was heard or seen. In situations like this, the mayor rightfully called for decorum to be restored.

The beginning of each regular council meeting agenda has allocated time for delegations from the public to speak on any topic that is on the evening's agenda. Delegations are only allowed to speak on topics not on the agenda if they have made a request to be a delegation through Legislative Services. Members of the public are also able to make a presentation to council to provide information or request a decision.

While published timelines indicate that it may take up to six weeks to appear on a council agenda, city administration noted that the timeline is usually much shorter.

The mayor has been noted to restrict presentations and delegations if they appear to stray from pre-provided information about the text of the speaker's comments.

An example of this occurred at the March 28, 2017 regular council meeting, where early in the council meeting, Councillor Bossert requested that a presentation from the Fort Saskatchewan Public Library board be added to the meeting agenda. This was unusual because presentations typically have to be added to the agendas prior to the agenda being published.

According to the meeting minutes, the presentation was "to provide an update on the Kia car purchase for the Fort Saskatchewan Public Library." Several interviewees noted that the presenter, the library board chair, had provided an overview of her intended comments, but strayed from them. At that point, the mayor intervened to bring the presentation back to the topic being discussed.

Whether this item was urgent or emergent enough for council to add it to their agenda without the proper notice period being invoked is within council's discretion; however, it does show that circumventing the typical process can provide a problematic result.

Several interviewees noted that members of the gallery and the wider community have suggested that they think the requirement to only comment on items on that meeting's agenda is too restrictive and that they should be allowed to speak on any topic. In response to this, several internal interviewees noted that city administrators may not be ready to respond in a fulsome manner to unanticipated questions or comments that arise during the open session.

There are Capital Region examples of similar practices of receiving input from the public. The municipality and name of the procedural process appear below.

<b>Municipality</b>	<b>Procedural Process</b>	<b>Speak To</b>
<b>City of Leduc</b>	Public Commentary at Council Meetings	Any Matter
<b>City of Spruce Grove</b>	Public Question and Answer Period at Council Meetings	Any Matter
<b>City of St. Albert</b>	Public Appointments at Council Meetings	Any Matter
<b>Strathcona County</b>	Priorities Committee	Any Matter

Should council choose, it could amend its Procedure Bylaw to allow for more delegations to appear at one or more meetings of council members (not necessarily at a 'council meeting') per month.

**RECOMMENDATION FOR PUBLIC TO RESPECT COUNCIL:** That individuals present in the gallery of the Fort Saskatchewan council chambers are respectful of council, and respect the right of council abide by its rules of procedure.

**RECOMMENDATION FOR PRESENTATIONS TO COUNCIL:** That council only approve last-minute presentation additions to the council meeting agendas if the item is urgent or emergent.

**RECOMMENDATION FOR HEARING FROM CITIZENS:** That council review options for hearing from citizens on topics of their choosing on a regular basis within the context of formalized meetings.

### **3.9.12 Council Meeting Dates, Times and Locations**

Regular council meeting dates, times and locations are set by council in accordance with the City of Fort Saskatchewan Procedure Bylaw and as provided in the MGA:

**Regular council meetings**

*193(1) A council may decide at a council meeting at which all the councillors are present to hold regularly scheduled council meetings on specified dates, times and places.*

The City of Fort Saskatchewan Procedure Bylaw C1-16 notes that a schedule for regular meetings will be established by resolution during the organizational meeting as follows:

5. **REGULAR COUNCIL MEETING**
- 5.1 The regular meetings of Council shall be established by resolution at the annual organizational meeting, or at a regular meeting of Council following the organizational meeting as required.
- 5.2 Notice of regular meetings of Council is not required.

*Figure 19 – Excerpt, Meeting Procedure Bylaw*

From the October 25, 2016 Organizational Meeting, regular council meetings are set for the second and fourth Tuesday of each month as outlined by Resolution 162-16.

- 4. Council Meeting Dates and Time**
- R162-16** MOVED BY Councillor Hennig that Council approve regular Council Meetings for the City of Fort Saskatchewan to be held on the second and fourth Tuesday of each month in Council Chambers at City Hall, 10005 – 102 Street, Fort Saskatchewan, commencing at 6:00 p.m.
- In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling
- CARRIED UNANIMOUSLY**

*Figure 20 – Excerpt, October 25, 2016 Organizational Meeting*

Meeting agendas, minutes and support documents are all posted on the city's website for public review.

Conducting the regular business of the city during regularly scheduled meetings, and reserving special council meetings only for issues which are truly urgent, builds trust and confidence in stakeholders, and allows them to schedule their time in advance to attend meetings.

### 3.10 Bylaws

The MGA provides clear direction on how municipal bylaws are to be properly passed in accordance with the provisions of the MGA s. 187 as follows:

***Bylaw readings***

*187 (1) Every proposed bylaw must have 3 distinct and separate readings.*

*(2) Each councillor present at the meeting at which first reading is to take place must be given or have had the opportunity to review the full text of the proposed bylaw before the bylaw receives first reading.*

*(3) Each councillor present at the meeting at which third reading is to take place must, before the proposed bylaw receives third reading, be given or have had the opportunity to review the full text of the proposed bylaw and of any amendments that were passed after first reading.*

*(4) A proposed bylaw must not have more than 2 readings at a council meeting unless the councillors present unanimously agree to consider third reading.*

*(5) Only the title or identifying number has to be read at each reading of the bylaw.*

The MGA s. 189 states that bylaws need to be signed in order to be passed, as follows:

***Passing of bylaw***

*189 A bylaw is passed when it receives third reading and it is signed in accordance with section 213.*

The review included a review of how council managed the process for adding or updating municipal bylaws. A review of meeting minutes illustrates that bylaws were passed appropriately, using three readings, and when all three readings were to be held in the same meeting, a resolution for unanimous consent to proceed with third reading was also provided as in the example below. Bylaws have logical titles and follow a sequential, non-repeating, numbering format.

<b>7. Bylaws</b>	
<b>7.1 Bylaw C3-17 – Repeal Bylaw 1903 - Family &amp; Community Support Services (FCSS) Advisory Board Transition – 3 readings</b> Presented by: Tammy Lautner, Director, Family & Community Support Services	
<b>R7-17</b>	<p>MOVED BY Councillor Garritsen that Council give first reading to Bylaw C3-17, which repeals Bylaw 1903 to establish a Family &amp; Community Support Services Advisory Board.</p> <p>In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling</p> <p>CARRIED UNANIMOUSLY</p>
<b>R8-17</b>	<p>MOVED BY Councillor Garritsen that Council give second reading to Bylaw C3-17, which repeals Bylaw 1903 to establish a Family &amp; Community Support Services Advisory Board.</p> <p>In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling</p> <p>CARRIED UNANIMOUSLY</p>
<b>R9-17</b>	<p>MOVED BY Councillor Garritsen that Council provide unanimous consent to proceed with third and final reading to Bylaw C3-17, which repeals Bylaw 1903 to establish a Family &amp; Community Support Services Advisory Board.</p> <p>In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling</p> <p>CARRIED UNANIMOUSLY</p>
<b>R10-17</b>	<p>MOVED BY Councillor Garritsen that Council give third reading to Bylaw C3-17, which repeals Bylaw 1903 to establish a Family &amp; Community Support Services Advisory Board.</p> <p>In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling</p> <p>CARRIED UNANIMOUSLY</p>

*Figure 21 – Excerpt, Jan. 24, 2017 Council Minutes*

During the review, some interviewees noted that approved bylaws occasionally come back for review or reconsideration. This is appropriate if circumstances warrant and as permitted through the Procedures Bylaw.

At the time of the review, a set of 22 bylaws was available electronically in Adobe Acrobat format on the city's website. This list appears to reflect commonly requested bylaws and is listed alphabetically.

### 3.11 Policies

Policies are very important governance tools used to provide clear direction to staff in order to consistently implement repetitive service functions. Governance policies

are passed by a resolution of council to impose a duty or standard practice, and prevent administration from having to 'ask' council to make decisions on routine items.

The presence of policies also provides advance understanding of how the municipal government will react to various situations. In this way, policies provide guidance.

Besides the specific subject-matter content, Fort Saskatchewan's policies have several items noted on them that help reviewers understand their context. The Procurement Policy example below was passed unanimously by council resolution R64-17 at the regular council meeting on April 11, 2017. This policy provides a unique, identifier (FIN-020-C), as well as a name, the date it was issued, the date of revision and the date for the next review by council.

<b>COUNCIL POLICY</b>	 CITY OF FORT SASKATCHEWAN	<b>FIN-020-C</b>
<b>PROCUREMENT</b>		
Date Issued: April 11, 2017	Mandated by: City Council	
Current Revision: April 11, 2017	Cross Reference: <ul style="list-style-type: none"><li>• Business Licence Bylaw C9-16</li></ul>	
Next Review: April 11, 2020	Responsibility: Chief Financial Officer	

Figure 22 - Example of Council Policy

Ideally, council should review all governance policies on a regular and rotating basis. By identifying a 'next review' date, the city has increased the likeliness of this review occurring – by April 11, 2020 in the case of the Procurement policy.



Unlike bylaws, the city's governance policies are not present in a collated manner on the city's website, so it is difficult for an individual to see or review them without contacting the city.

The common policy-related comment that emerged over the governance review was that policies are only useful if they are followed and that they get tested in times of stress. One interviewee said; *"when things break down, then you have to go back to the rules."* Policies are those rules.

During the course of the interviews associated with the governance review, several individuals noted areas of perceived policy gaps. These ideas are included here for council's consideration:

- **Advocacy:** The city needs policy around advocacy with other orders of government. Top advocacy priorities need to be identified and a communication protocol and policy developed.
- **Auditor Tender:** Create a policy about the selection of the city's external auditor going to tender every five years
- **Council Code of Conduct:** This policy "needs some enhancement; it's too generic. Ours is a pretty one-pager." Almost all interviewees said this policy 'needs more teeth'.
- **Communications:** Identify whether it is appropriate for council members to include political content in weekly newspaper columns.
- **Financial Reporting:** Council has to identify, in policy, what it wants to see and review.
- **Fiscal Reserves:** This policy may be in draft process now.
- **Fiscal Variance Reporting:** Identify the appropriate level for fiscal review for a council to remain a governance body.
- **Grants to Organizations:** Identify criteria for which organizations may receive grants and what types of organizations may be excluded.
- **Year-End Surplus:** Identify what to do in situations when the city has a year-end surplus.

**RECOMMENDATION ON POLICY REVIEW** That council identify and fill policy gaps, and that policies that are no longer required are removed.

### 3.12 Council Committee Structure

The MGA provides specific direction that a council may pass bylaws to establish council committees and the conduct of members of council committees as follows:

#### ***Bylaws - council and council committees***

*145 A council may pass bylaws in relation to the following:*

- (a) the establishment and functions of council committees and other bodies;*
- (b) the procedure and conduct of council, council committees and other bodies established by the council, the conduct of councillors and the conduct of members of council committees and other bodies established by the council.*

#### ***Composition of council committees***

*146 A council committee may consist*

- (a) entirely of councillors,*
- (b) of a combination of councillors and other persons, or*
- (c) subject to section 154(2), entirely of persons who are not councillors.*

Fort Saskatchewan City Council members participate in 21 internal, external, and intermunicipal agencies, boards and committees. Council committee involvement has a strong regional focus. The following list of organizations had city council members appointed to them at the October 25, 2016 organizational meeting:

- Alberta Capital Region Wastewater Commission
- Alberta's Industrial Heartland Association
- Assessment Review Board
- Athabasca Landing Trail Steering Committee
- Board/Committee Application Review Committee
- Capital Region Assessment Services Commission
- Capital Region Board
- Capital Region Northeast Regional Water Services Commission
- Capital Region Waste Minimization Advisory Committee
- City Manager's Evaluation Committee
- Community Grants Committee
- Fort Air Partnership

- Fort Saskatchewan Policing Committee
- Fort Saskatchewan Public Library Board
- Heartland Housing Foundation
- Intermunicipal Relations Committee – City of Fort Saskatchewan / Strathcona County
- North Saskatchewan Watershed Alliance
- NR CAER Board
- River Valley Alliance
- Special Transportation Services Society
- Subdivision and Development Appeal Board

Members of council were appointed to these organizations by Resolution 165-16 at the organizational meeting noted above. An example of the appointment format appears below.



Figure 23 – Excerpt - October 25, 2016 Organizational Meeting

Council policy GOV-007-C *Advisory Boards/Committees/Commissions* governs the establishment, mandate and dissolution of various types of council-sponsored bodies within the structure of the City of Fort Saskatchewan. The city recognizes a series of benefits from the use of city advisory boards, committees and commissions as indicated below.

<p><b>POLICY</b></p> <p>The City recognizes and values the use of advisory boards/committees/commissions to aid the process of effective, responsible and efficient government.</p> <p><b>GUIDELINES</b></p> <p>1. Advisory boards/committees/commissions:</p> <ul style="list-style-type: none"><li>(a) expand the base of citizen involvement and collaboration in the process of local government with the City;</li><li>(b) provide more available forums for dialogue and public consultation allowing for citizen input in the overall decision making process;</li><li>(c) recruit and utilize the resources of expertise and experience available in the community to complement the judgment of Council and professional staff; and</li><li>(d) provide mechanisms appropriate for the ascertainment of facts and the discernment of views.</li></ul>
--

Figure 24 - Excerpt, Policy GOV-007-C

As required in the MGA s. 155, city council appears to establish formal internal groups through the use of bylaws, as noted with the city's *Assessment Review Boards (ARB) Bylaw C14-10* that was provided with one reading on May 11, 2010 and the final two readings on May 25, 2010.

Various council committees and other bodies may contain some historical remnants of past practices. It is useful to conduct a 'refresh' and review all council appointments to ensure appropriateness due to the passage of time and application of best practices.

According to comment by a city official a "*major review (was) completed in September 2012, which resulted in the dissolving of numerous boards and committees*". Further to that, the Family and Community Support Services (FCSS) board was disbanded with three readings and unanimous consent (Resolutions R7-17 to R10 -17) at the January 24, 2017 council meeting, indicating that a review process is ongoing as needed.

Council has a fiduciary duty to ensure accountability of public funds managed by or acquired through committee functions. It also has the responsibility to ensure that all city committees are appropriately established.

**RECOMMENDATION FOR COUNCIL COMMITTEES AND OTHER BODIES:** That council complete regular reviews of council committees and other bodies to ensure that all council committees and/or other bodies continue to provide value to the City of Fort Saskatchewan.

### 3.13 City Manager

A Chief Administrative Officer (CAO) known as a city manager in Fort Saskatchewan, is responsible for the overall operations of the municipality, works closely with the council to provide advice, and ensures that local objectives are accomplished and legislation is followed. As the administrative head of the municipality, the city manager is also known as a council's one and only employee. The MGA clearly outlines the city manager's responsibilities in s. 207 as follows:

***Chief administrative officer's responsibilities***

***207 The chief administrative officer***

- a) is the administrative head of the municipality;*
- b) ensures that the policies and programs of the municipality are implemented;*
- c) advises and informs the council on the operation and affairs of the municipality;*
- d) performs the duties and functions and exercises the powers assigned to a chief administrative officer by this and other enactments or assigned by council.*

Fort Saskatchewan's interim City Manager, Troy Fleming, and all other city staff were obliging and willing to provide information upon request throughout the review process.

The MGA provides specific direction on the performance of administrative duties for a city manager:

***Performance of major administrative duties***

***208(1) The chief administrative officer must ensure that***

- (a) all minutes of council meetings are recorded in the English language, without note or comment;*
- (b) the names of the councillors present at council meetings are recorded;*

- (c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting;*
  - (d) the bylaws and minutes of council meetings and all other records and documents of the municipality are kept safe;*
  - (e) the Minister is sent a list of the councillors and any other information the Minister requires within 5 days after the term of the councillors begins;*
  - (f) the corporate seal, if any, is kept in the custody of the chief administrative officer;*
  - (g) the revenues of the municipality are collected and controlled and receipts are issued in the manner directed by council;*
  - (h) all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch or trust corporation designated by council;*
  - (i) the accounts for authorized expenditures referred to in section 248 are paid;*
  - (j) accurate records and accounts are kept of the financial affairs of the municipality, including the things on which a municipality's debt limit is based and the things included in the definition of debt for that municipality;*
  - (k) the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by council are reported to council as often as council directs;*
  - (l) money invested by the municipality is invested in accordance with section 250;*
  - (m) assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 are prepared;*
  - (n) public auctions held to recover taxes are carried out in accordance with Part 10;*
  - (o) the council is advised in writing of its legislative responsibilities under this Act.*
- (2) Subsection (1)(a) to (d) and (o) apply to the chief administrative officer in respect of council committees that are carrying out powers, duties or functions delegated to them by the council.*

Based on comments from interviewees, the interim city manager is well respected by members of council and staff.

### **3.13.1 City Manager Performance Evaluation**

The MGA requires a council to conduct a formal evaluation of the performance of the CAO (city manager) each year, as follows:



**Performance evaluation**

*205.1 A council must provide the chief administrative officer with an annual written performance evaluation of the results the chief administrative officer has achieved with respect to fulfilling the chief administrative officer's responsibilities under section 207.*

Interviewees have provided assertion that the city manager is provided with evaluations on the schedule required by the MGA,

In providing an evaluation of the city manager, council would be expected to review goals from the past year, and set new goals for coming year in alignment with relevant clauses in the city manager's contract with the city.

Being elected to a municipal council does not require members to become *de facto* experts in municipal management. Rather, council members should do their part through policy and budget allocations to attract and retain well qualified staff.

## 4 CONCLUSION

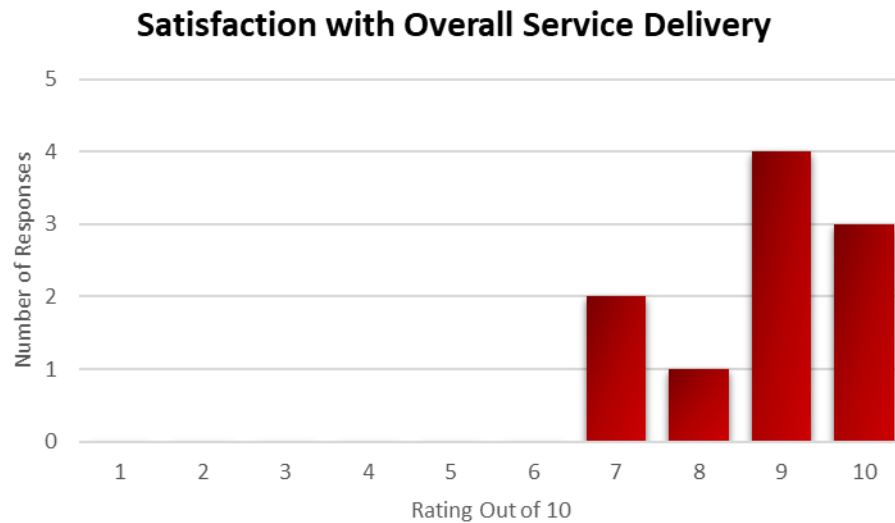
The municipal government in the City of Fort Saskatchewan appears to have the procedural and regulatory tools that are required for a well-operating municipality. The issue appears to be in the application of the 'rules' by members of council. This affects the smooth operation of good governance; however, it appears to have limited impact on the provision of service to the citizens and businesses of Fort Saskatchewan.

The overall test of this council was expressed well by one interviewee: *"If you step back, the last two years, (council has) implemented a transit program, made decision on waste, budgets, and infrastructure. We have slowly moved forward on future land needs". "The legacy of this council is positive and has made a difference."*

The city has a lot of strengths in bylaws and policies, and the city maintains high service levels. As in any review of this scope, Strategic Steps found that the city government can operate better as it continues to learn and adapt to a changing environment.

While the review found areas for improvement, as identified through the list of recommendations that appear in this report and as Appendix 2 below, the city by and large appears to operate well.

A question about rating the level of satisfaction was asked of all interviewees who live in the city and are therefore recipients of city services. All respondents felt that, despite any governance related issues, the city is still able to provide very high-quality services to citizens and businesses.



**← Very Dissatisfied – Average – Very Satisfied→**

The primary conflict in Fort Saskatchewan's situation appears to stem from a series of disagreements between council members rather than legislative or procedural weaknesses.

This report recommends adherence to existing policy and bylaws, and updating other documents. It also identifies some areas such as council's code of conduct, bylaws and policies that should be strengthened. A foremost recommendation is that even though council members were elected separate and distinct from one another, they comprise Fort Saskatchewan's single governance team.

Ultimately, council must choose to work together for the betterment of all who live in Fort Saskatchewan.

## 5 APPENDICES

### Appendix 1: Table of Figures

Figure 1 - Notice of Motion, April 11, 2017 Council Meeting .....	5
Figure 2 - Governance Review Resolution, April 25, 2017 .....	5
Figure 3 – Excerpt, April 25 Notice of Motion Support Document .....	6
Figure 4 - Excerpt, Accusations of Bullying, Intimidation Fly at City Council .....	7
Figure 5 – Excerpt, Procedure Bylaw C1-16, Regular Meetings .....	13
Figure 6 – Excerpt, 2016 Organizational Meeting .....	13
Figure 7 - Deputy Mayor Schedule 2016-2017 .....	14
Figure 8 - Governing Principle for Council Code of Conduct.....	17
Figure 9 – Excerpt, Procedure Bylaw C1-16 .....	22
Figure 10 – Excerpt, City of St. Albert Code of Conduct .....	22
Figure 11 - Excerpt, Procedure Bylaw C1-16.....	37
Figure 12 - MGA s .208(1) .....	38
Figure 13 – Excerpt, April 25, 2017 Council Minutes .....	38
Figure 14 - Excerpt, April 12, 2016 Council Minutes.....	39
Figure 15 - Example of Request for Decision, June 27, 2017 .....	41
Figure 16 - April 12, 2016, Action Associated with Pecuniary Interest .....	47
Figure 17 – Excerpt, Procedure Bylaw Regarding Pecuniary Interest .....	47
Figure 18 – Excerpt, May 9. 2017 Council Agenda .....	48
Figure 19 – Excerpt, Meeting Procedure Bylaw.....	55
Figure 20 – Excerpt, October 25, 2016 Organizational Meeting .....	55
Figure 21 – Excerpt, Jan. 24, 2017 Council Minutes .....	57
Figure 22 - Example of Council Policy.....	58
Figure 23 – Excerpt - October 25, 2016 Organizational Meeting .....	62
Figure 24 - Excerpt, Policy GOV-007-C .....	63

## Appendix 2: Recommendations Summary

Recommendations are found throughout the governance report and a complete list of recommendations is summarized below. The context for each recommendation can be found in the associated section of the report that is referenced by the page number.

#	Governance (G) Recommendation	Page
G1	<b>RECOMMENDATION FOR DEPUTY MAYOR CYCLE-LENGTH REVIEW:</b> That council review the frequency of deputy mayor changes with an eye to providing experience and efficiency to the role.	15
G2	<b>RECOMMENDATION FOR COUNCIL ORIENTATION:</b> That council members participate in ongoing governance-focused orientation training at the beginning of their term, starting in October/November 2017 in alignment with requirements outlined in the updated Municipal Government Act	16
G3	<b>RECOMMENDATION FOR COUNCIL PROFESSIONAL DEVELOPMENT:</b> That council members plan for, budget for, and participate in, ongoing professional development throughout their term of office.	18
G4	<b>RECOMMENDATION FOR UPDATED COUNCIL CODE OF CONDUCT BYLAW:</b> That council create a robust Council Code of Conduct bylaw as required in the updated Municipal Government Act and Code of Conduct Regulation, once proclaimed	18
G5	<b>RECOMMENDATION FOR ABIDING BY CODE OF CONDUCT:</b> That council members understand and follow their Council Code of Conduct in both spirit and letter	23
G6	<b>RECOMMENDATION FOR TEAM BUILDING:</b> That council engage in team building functions, potentially included within council retreats, throughout their term	23
G7	<b>RECOMMENDATION FOR COUNCIL TO AVOID ADMINISTRATIVE FUNCTIONS:</b> That council members refrain from performing administrative duties, in accordance with the provisions in the MGA s. 201(2).	25

#	Governance (G) Recommendation	Page
G8	<b>RECOMMENDATION FOR FINANCIAL REPORTING POLICY:</b> That council create or update a financial reporting policy in accordance with MGAs 208 (k).	25
G9	<b>RECOMMENDATION FOR PRIORITY SETTING:</b> That council review priorities on a regular basis to celebrate accomplishments, adapt to changing environments, and set new priorities where necessary and where capacity allows.	28
G10	<b>RECOMMENDATION FOR TARGET PROGRESS REPORTS:</b> That administration develop and present council with a quarterly or semi-annual report on progress toward achieving targets in the Strategic Plan and Community Sustainability Plan.	29
G11	<b>RECOMMENDATION FOR UPDATING STRATEGIC PLANS:</b> That council update its strategic plans and identify priorities soon after the 2017 municipal election.	29
G12	<b>RECOMMENDATION ON VOTING ON MERIT:</b> That city council members vote on resolutions based on the members' values, principles and beliefs of what will be best for the City of Fort Saskatchewan.	32
G13	<b>RECOMMENDATION FOR MAYOR LEADERSHIP</b> That the mayor be conscious of being 'first among equals' in the council meeting process and that the mayor provide as equal time as possible to all members of council within the constraints of the city's Procedure Bylaw.	33
G14	<b>RECOMMENDATION TO REVIEW RFD PROCESS:</b> That administration review the Request for Decision document to ensure it meets the needs of council and administration, and that it ties requested decisions to council's strategic priorities where possible.	41

#	Governance (G) Recommendation	Page
G15	<b>RECOMMENDATION ON ELECTRONIC COMMUNICATION:</b> That council receive training in effective and appropriate electronic communication, either through a specific training session or in conjunction with the 2017 council orientation process.	42
G16	<b>RECOMMENDATION FOR IN CAMERA AGENDA ITEMS:</b> That council members comply with the MGA s. 197 when closing any part of a meeting to the public, and that council members keep matters in confidence as required by the MGA s. 153.	44
G17	<b>RECOMMENDATION FOR COUNCIL WORKSHOPS:</b> That Council Workshops be formalized by bylaw and that a legal opinion be sought to determine whether workshops are considered to be public meetings, except for topics which are anticipated in FOIP Exceptions to Disclosure.	50
G18	<b>RECOMMENDATION FOR PROCEDURE BYLAW DEFINITION:</b> That the City of Fort Saskatchewan Procedure Bylaw C1-16 be updated to add a definition for 'Council Meeting.'	50
G19	<b>RECOMMENDATION FOR CITY MANAGER'S BRIEFING:</b> That a legal opinion be sought to determine whether City Manager's Briefing sessions are considered to be public meetings, except for topics which are anticipated in FOIP Exceptions to Disclosure.	51
G20	<b>RECOMMENDATION FOR PUBLIC TO RESPECT COUNCIL:</b> That individuals present in the gallery of the Fort Saskatchewan council chambers are respectful of council, and respect the right of council abide by its rules of procedure	54
G21	<b>RECOMMENDATION FOR PRESENTATIONS TO COUNCIL:</b> That council only approve last-minute presentation additions to the council meeting agendas if the item is urgent or emergent	54



#	Governance (G) Recommendation	Page
G22	<b>RECOMMENDATION FOR HEARING FROM CITIZENS:</b> That council review options for hearing from citizens on topics of their choosing on a regular basis within the context of formalized meetings.	54
G23	<b>RECOMMENDATION ON POLICY REVIEW</b> That council identify and fill policy gaps, and that policies that are no longer required are removed.	60
G24	<b>RECOMMENDATION FOR COUNCIL COMMITTEES AND OTHER BODIES:</b> That council complete regular reviews of council committees and other bodies to ensure that all council committees and/or other bodies continue to provide value to the City of Fort Saskatchewan	64

## **CITY OF FORT SASKATCHEWAN**

### **Fort Saskatchewan Cemetery Master Plan**

---

#### **Motion:**

That Council approve the Fort Saskatchewan Cemetery Master Plan as a guiding document for future development of the Fort Saskatchewan Cemetery.

#### **Purpose:**

The Cemetery Master Plan was created to act as a guiding document to support Council in making decisions in relation to growth and services for the Fort Saskatchewan Cemetery.

#### **Background:**

The Fort Saskatchewan Cemetery was operated and maintained by the Women's Institute from 1929 until the end of 1999. The responsibility to operate and maintain the Cemetery was then turned over to the City. Since 1999, the Cemetery has been operated by the Infrastructure Management Department. The responsibilities being shared by the front office staff at the James E. Graham building for sales and records management and Parks Services for grounds maintenance and performing the work required for opening and closing interments.

The Plan provides guidance for growth for the next 25 years. The Plan recommends the enhancement and expansion for additional columbarium space, relocating the existing maintenance shed, and re-landscaping to add a scattering garden. The Plan also recommends additional full size cremation plots, and the possibility of a family columbarium area.

The Plan also provides options moving beyond 2043, pending a flood hazard water basin mapping study of Ross Creek. The planning would begin for these areas in 2040. Proposed expansion includes additional plot and columbarium space.

#### **Plans/Standards/Legislation:**

2014-2017 Strategic Plan – Item 1.9. Develop and implement a cemetery master plan.

A flood hazard mapping study for Ross Creek will be commissioned in 2021. This study will provide flood hazard mapping over 5 km, from City limit (South) to 100 Ave. The outcome of this study will determine future available options for Cemetery expansion beyond 2043.

#### **Financial Implications:**

Flood Hazard Mapping Study, 2021:	\$ 90,000
Area 1 – 2018-2043	\$1,092,000
Area 2 – 2040-2050	\$ 339,000 (pending basin study outcome)
Area 3 – 2050+	\$1,884,000 (pending basin study outcome)

**Attachments:**

Appendix A – Fort Saskatchewan Cemetery Master Plan

---

File No.:

Prepared by:	Jean Dabels Manager, Parks Services	Date: June 20, 2017
--------------	--	---------------------

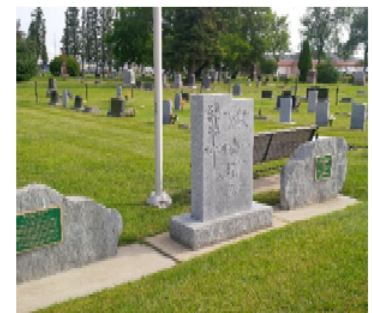
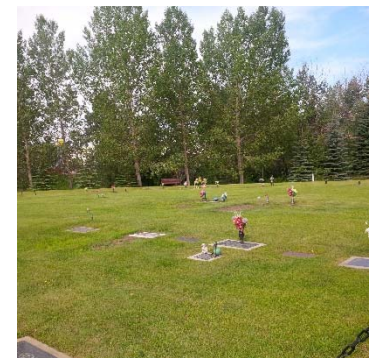
Approved by:	Richard Gagnon Director, Infrastructure Management	Date: July 4, 2017
--------------	---	--------------------

Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
--------------	-------------------------------------	--------------------

Submitted to:	City Council	Date: July 10, 2017
---------------	--------------	---------------------



# Fort Saskatchewan Cemetery Master Plan



CITY OF  
FORT SASKATCHEWAN  
ALBERTA

City of Fort Saskatchewan  
10005 102 Street  
Fort Saskatchewan, Alberta  
T8L 2C5

*Hilton*  
**LANDMARKS**  
*A Division of GSP Group*

April, 2017

# TABLE of CONTENTS

<b>1. EXECUTIVE SUMMARY .....</b>	<b>2</b>
DEMOGRAPHICS AND TRENDS .....	3
SITE ANALYSIS .....	3
FORECAST DEVELOPMENT TIMETABLE.....	7
CEMETERY EXPANSION MASTER PLAN .....	7
<b>2. CEMETERY PROFILE .....</b>	<b>8</b>
2.1. INTRODUCTION .....	8
2.2. FORT SASKATCHEWAN CEMETERY BACKGROUND .....	8
2.3. FORT SASKATCHEWAN REGIONAL MAP .....	10
<b>3. DEMAND / LAND NEEDS ANALYSIS .....</b>	<b>11</b>
3.1. CITY of FORT SASKATCHEWAN DEMOGRAPHY .....	12
3.2. DISPOSITION DEMAND FORECAST .....	12
3.3. INTERMENT RIGHT SALES DEMAND FORECAST .....	13
3.4. FORECAST LAND NEEDS .....	14
3.5. CEMETERY INVENTORY FORECAST SALES LIFETIME.....	14
3.6. REMAINING DEVELOPABLE LAND .....	15
<b>4. CEMETERY EXPANSION MASTER PLAN .....</b>	<b>17</b>
4.1. DESIGN PROGRAM .....	17
INTERMENT .....	17
LEGION SECTION .....	17
RCMP SECTION.....	17
CREMATION GARDEN .....	17
ADDITIONAL TYPES OF INTERMENT.....	17
EXPANSION PHASING.....	18
PREFERRED CONCEPT – AREA 1 .....	19
PREFERRED CONCEPT – AREA 2 .....	22
PREFERRED CONCEPT – AREA 3 .....	25
<b>5. PRODUCTS AND MARKETING .....</b>	<b>28</b>
5.1. RECOMMENDATIONS.....	28
5.2. INTERMENT AND MEMORIALIZATION OPTIONS.....	28
CURRENT INTERMENT OPTIONS.....	28
ADDITIONAL INTERMENT OPTIONS .....	29
OPTIMUM MIX OF INTERMENT AND MEMORIALIZATION OPTIONS.....	29
<b>6. CONCLUSION .....</b>	<b>30</b>
<b>Appendices</b>	
Appendix 1.0:	Glossary of Cemetery Terms / Example Cemetery Products
Appendix 2.0:	Demand/Needs Analysis
Appendix 3.0:	Conceptual Cemetery Expansion Design Alternatives
Appendix 4.0:	Revenue by Interment Type

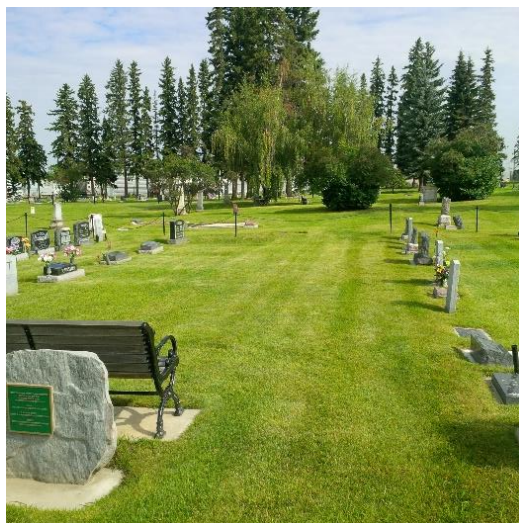


# 1. EXECUTIVE SUMMARY

The City of Fort Saskatchewan commissioned Hilton Landmarks Inc. (HLI) for the preparation of a Cemetery Expansion Master Plan for Fort Saskatchewan Cemetery. This plan provides direction for operations and future development at the cemetery. The objective of the plan is the long term fiscal, social and environmental sustainability of Fort Saskatchewan Cemetery so that it may continue to serve the citizens of Fort Saskatchewan over the next 25 plus years.

The City of Fort Saskatchewan operates one cemetery, Fort Saskatchewan Cemetery, encompassing 3.9 hectares, of which 3.0 hectares are currently developed and 0.2 hectares are undevelopable. There are about 0.7 hectares of remaining developable land (in 5 discrete areas) in the existing cemetery. As shown in figure 1.3, there are also about 2.3 hectares of potential expansion lands to the south of the existing cemetery (pending results of basin study).

The existing cemetery (Area 1) will provide sufficient interment options until about 2043. Development of the southern expansion areas (Areas 2 and 3) would be subject to review once an updated basin study is completed for these areas (study to be completed with the next 10 years). Based on the study outcome, several options for development of these areas may be presented; other lands may have to be allocated to expand the cemetery or the City may choose to not expand the cemetery beyond Area 1 (offering development opportunities for private enterprise).



**Fig. 1.1 Pictures of the existing cemetery**

## DEMOGRAPHICS AND TRENDS

The analysis of the demographics and trends for the City of Fort Saskatchewan form the basis for this master plan report and conceptual design for the existing cemetery and the proposed expansion land. By analyzing the past total number of actual deaths, historical population growth and market capture, we are able to provide forecasts for future death rates and market capture by the Fort Saskatchewan Cemetery. Based upon the forecast cumulative sales and an expected plot yield of 1,853 casket lots per hectare (cremation amenities are estimated at 6,178 per hectare) an estimate of projected cemetery land use may be calculated. These predictions are summarized below:

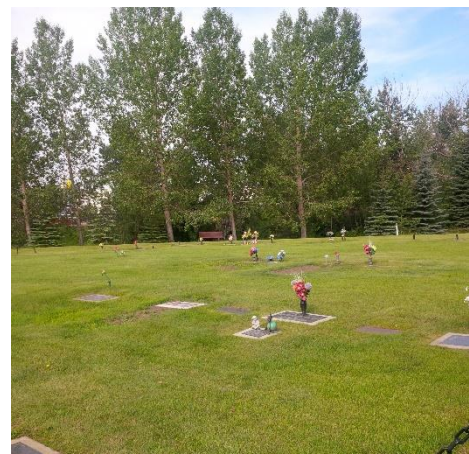
Annual Unit Sales	Actual 2015	Demand/Land Needs Forecast	
		2040	Total 2016-2040
Casket Plots	24	22	<b>914</b>
Cremation Plots	12	45	<b>420</b>
Columbarium Niches	18	19	<b>502</b>
<b>Total Land Required to Service (2016 to 2040)</b>			<b>0.69 hectares</b>

**Table 1.1: Forecast Annual Unit Sales/Land Use to 2040 at Fort Saskatchewan Cemetery**

## SITE ANALYSIS

Hilton Landmarks Inc. and members of the City's Staff visited the Fort Saskatchewan Cemetery to conduct a thorough assessment of the existing cemetery conditions and expansion land site analysis in July of 2016. The purpose of this site visit was to identify opportunities and constraints for development and expansion of the cemetery.

From this site analysis a series of opportunities and constraints were determined. Those key elements are as follows:



**Fig. 1.2 Pictures of the existing cemetery**



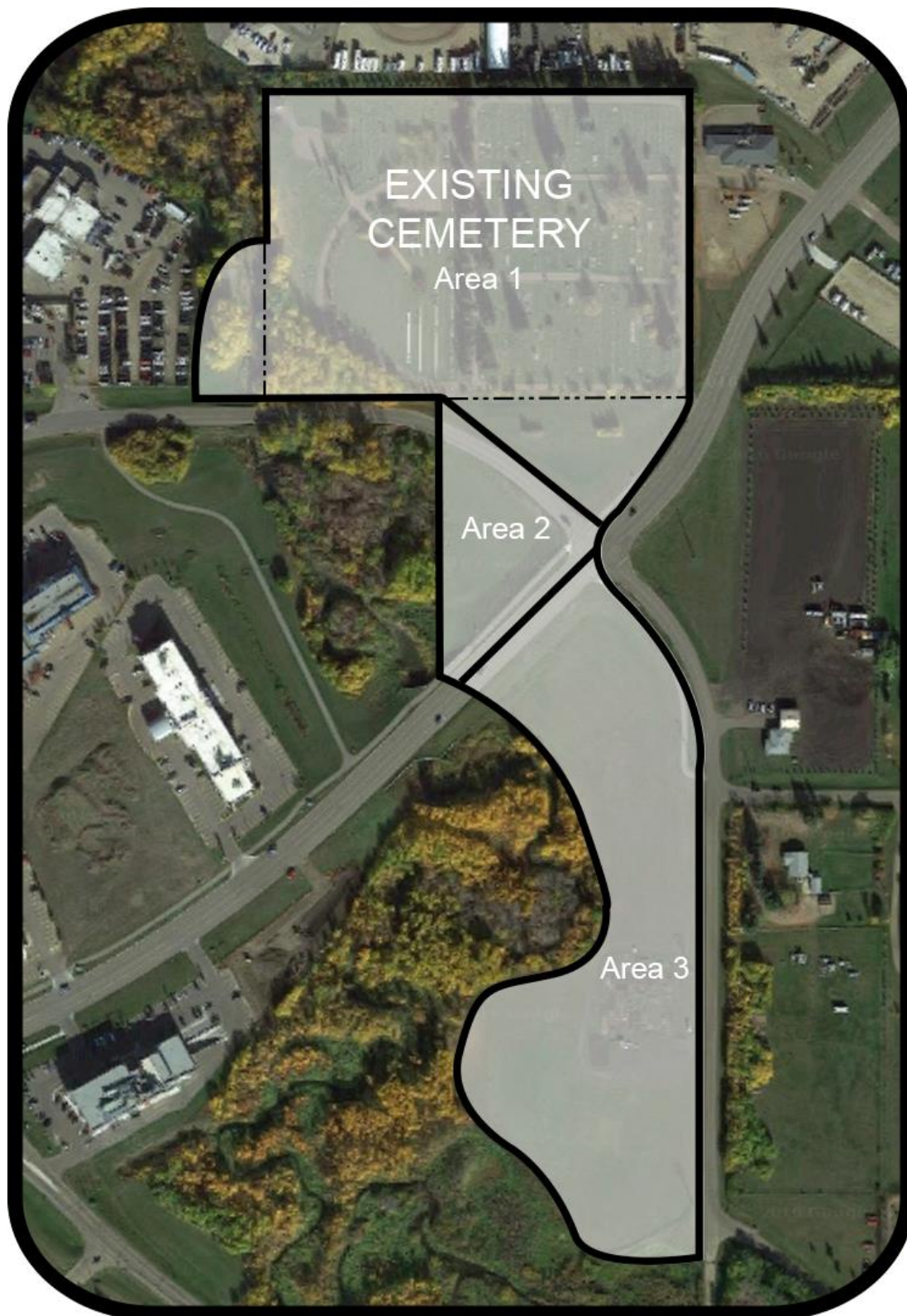
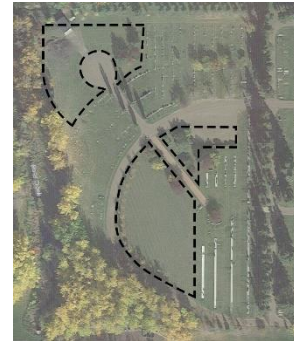


Figure 1.3 Contextual map of Fort Saskatchewan Cemetery and Proposed Expansion

### Opportunities

- Within the existing cemetery land, ample opportunity remains for cemetery development. As the cemetery lands have been previously developed for future cemetery use, there is excellent opportunity to continue with the existing plotting fabric throughout the proposed internal expansion areas.



- The existing water course and woodlot to the west also provide a significant opportunity for expansion, with an opportunity to develop a woodland cremation garden with walking path and seating opportunities. As well, with the closure of cemetery road in the future, there is added recreational opportunity by incorporating a multi-use trail with connections into the cemetery.



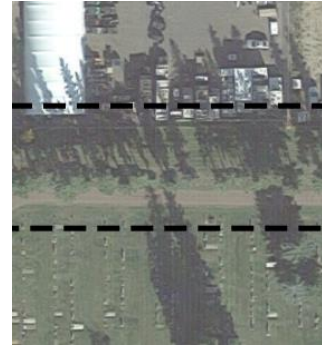
- The existing cemetery land (Area 1) will provide sufficient interment options until about 2043. The southern expansion lands (Areas 2 & 3) may extend the sales lifetime of the cemetery an additional 75 years into the future pending basin study.



- For the proposed expansion lands, the existing grades are relatively flat within the central portions of the lands which is excellent for cemetery development. Each property allows for expansive views and has connections to the existing woodlots adjacent to the lands.

## Constraints

- Within the existing cemetery land (Area 1), few constraints are present as land was previously developed for future cemetery use. The existing tree line along the north property line would however be one primary constraint for expansion within the existing cemetery. Due to the age of these trees, significant root structure exists which could have an impact on future in-ground burials. But as noted in the above opportunities section, this section is an excellent location for infill and future in-ground plots if deemed necessary by the Municipality.



- In the triangular section of Area 1 at the southeastern corner of the existing cemetery, there is currently a utility easement which prevents future development but will allow a vehicular or pedestrian connection to cross.

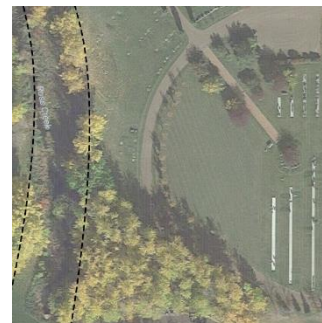


- Development of the southern expansion lands (Areas 2 & 3) will depend upon the results of a pending basin study and review of alternatives at the time of need.

- For the adjacent expansion lands of Area 2 to the south of Cemetery Road, the existing roadway embankments along 86<sup>th</sup> Avenue and Cemetery Road do exceed those slopes considered acceptable for interments and treatments to landscape or naturalize these edges should be considered. Consideration for site accessibility should also be considered when dealing with slopes that exceed 5%.



- The existing water course along the west side of the existing cemetery and expansion lands also provides a site constraint, as consideration needs to be made for setbacks due to flooding and a potential high water table.





## FORECAST DEVELOPMENT TIMETABLE

Following is a table showing the forecast development timetable at Fort Saskatchewan Cemetery. It shows the year development will be needed, the area (per Figure 1.3 above), type of development and anticipated order of magnitude cost of development. The existing cemetery area (Area 1) is anticipated to serve community needs until 2043. Starting in 2040, development of the first expansion area (Area 2) will need to commence in order to allow for an orderly transition to the new expansion area. Area 2 will serve Fort Saskatchewan's community needs until beyond 2050. Development of Area 3 will not need to commence until well beyond the 25 year time horizon of this forecast and need should be evaluated on an ongoing basis.

Year	Cemetery Area (per Fig. 1.1)	Development Type	Cost*
2017	Existing Cemetery – Area 1	72 columbarium niches	\$40,000*
2020 -2040	Existing Cemetery – Area 1	825 4x9 casket plots 869 4x4 cremation plots 466 columbarium niches	\$1,092,000*
2040+	Expansion Land – Area 2 (pending basin study)	328 4x9 casket plots 272 columbarium niches	\$394,000*
Future Potential	Expansion Land – Area 3 (pending basin study)	1,721 4x9 casket plots 1,145 4x4 cremation plots 464 columbarium niches	\$1,884,000*

\* Class 5 Pricing Estimates: -30% to +50%.

**Table 1.2: Forecast Development Timetable at Fort Saskatchewan Cemetery to 2040**

## CEMETERY EXPANSION MASTER PLAN

Through the course of an extensive analysis, staff interviews and research, a physical plan has been developed based on the following principles:

- Expansion of burial capacity at the cemetery;
- Additional columbaria for the Legion Section;
- Expansion of the RCMP Section;
- Implementation of a Memorial Garden for scattering;
- Enhancements to the existing columbarium area, and
- Cemetery infill within existing cemetery sections.

The City should begin the planning and development of each new phase of burial expansion at least two years before the inventory of available plots is depleted.

The Master Plan for the expansion of burial land in Area 1 alone would provide approximately 25 years in-ground burial and cremation capacity (to about 2043). Development of the southern expansion areas (Areas 2 and 3) might provide an additional 75 years of burial capacity but would be subject to review once an updated basin study is completed for these areas (study to be completed with the next 10 years). Based on the study outcome, several options for development of these areas may be presented; other lands may have to be allocated to expand the cemetery or the City may choose to not expand the cemetery beyond Area 1 (offering development opportunities for private enterprise).

## 2. CEMETERY PROFILE

### 2.1. INTRODUCTION

As the following chapters in this report will show, the Fort Saskatchewan Cemetery is rich with opportunities and constrained by only a few key elements. The intent of the master planning process is to capitalize on those opportunities in a manner that respond to the cemetery objectives of the City, as well as the community's interests.

### 2.2. FORT SASKATCHEWAN CEMETERY BACKGROUND

Fort Saskatchewan Cemetery was operated and maintained by the Women's Institute from 1929 until December 31<sup>st</sup>, 1999. The responsibility was then turned over to the City to operate and maintain the area. The following cemetery history is as provided by City staff and is credited to Dr. Peter T. Ream and used with permission (per City staff).

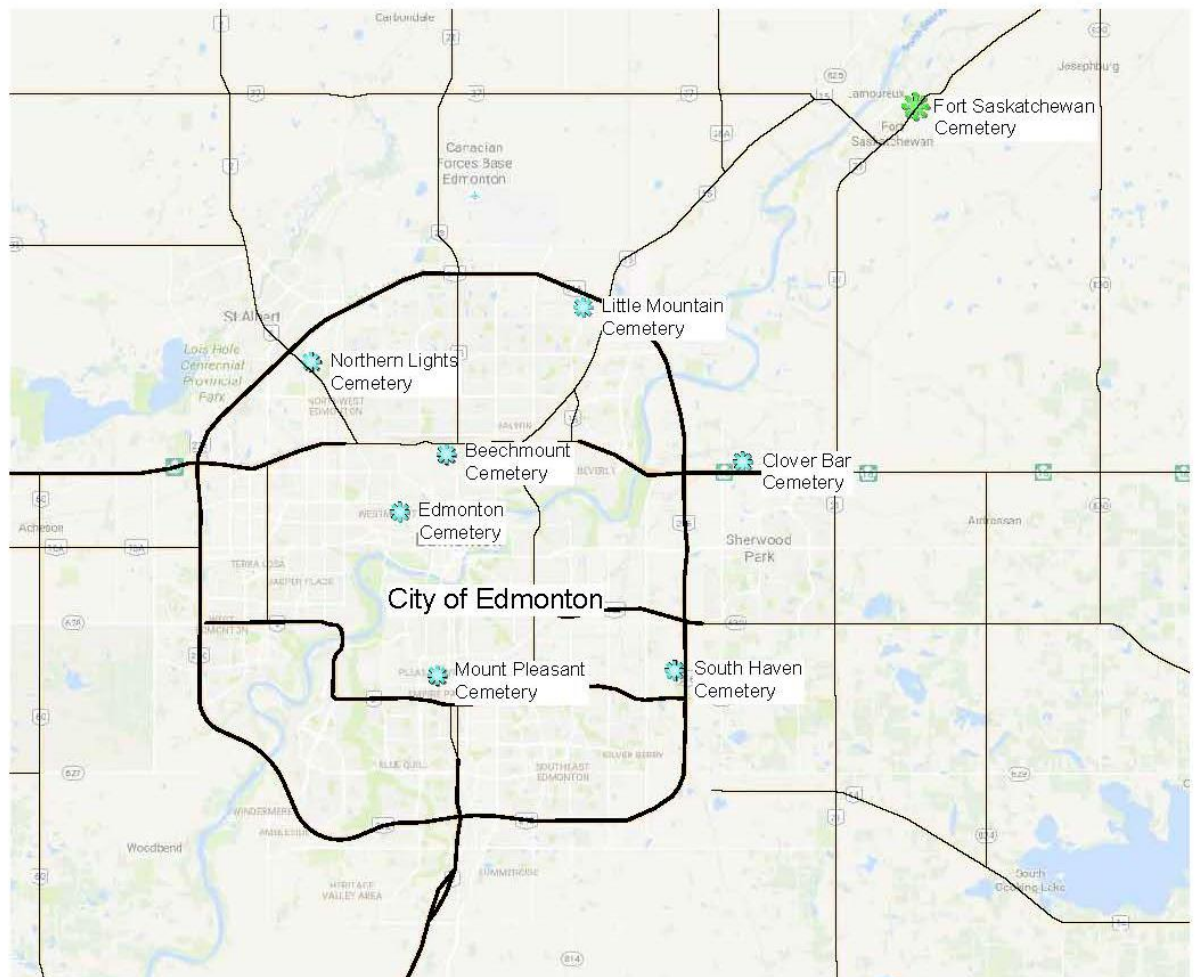
*The Fort Saskatchewan Cemetery dates back some years before the turn of the century, according to a long letter from Re. Alexander Forbes to the Town Council concerning "the long neglected cemetery," quoted in Town Council minutes for March 26<sup>th</sup>, 1908. During the winter of 1894/1895, an application was made for some land to be used as a cemetery, located "just outside the town site on and near the old race track." However, the Government considered this to be too close to the town. There was a suitable site, though, across the creek, on the Chalmers' estate, and a formal agreement was drawn up for the exchange of the two properties. In his letter, Alexander Forbes said: "As far as I know the Government deeded this land to Mr. Chalmers, but the transfer of Chalmers portion was never made."*

*When this formal agreement was being discussed, a tentative move was made to form a cemetery company, consisting of T.W. Chalmers, F. Fraser Tims, Charles Bremner, Dr. Peter Alyen, and some others. This 'company' never had more than one meeting, and it was never formed into a corporation. T. W. Chalmers was a surveyor by profession, and he laid out the cemetery plots. Laurence Adamson managed the cemetery, with Basil d'Easum succeeding him. Single plots originally were \$3, while family plots cost \$12. Of the price of the single plots, \$2 went to the agent and \$1 was for upkeep. Alexander Forbes thought that \$3 of the price of the family plots went to the agent, \$2 towards upkeeps, and the balance to the "so called company".*

*T.W. Chalmers eventually went to South Africa and never returned, and the legal situation concerning the cemetery still had not been cleared up when Alexander Forbes wrote to the Town Council in 1908. J. Frank Chalmers attended a meeting of the Council on July 9<sup>th</sup>, 1908, and he agreed to have an agent appointed to find out about the cemetery title from Ottawa. On August 6<sup>th</sup>, 1908, the Council*

*decided to write to J. Frank Chalmers to see if he would turn the cemetery over to the town as a free gift. His reply was read to the Council on September 3<sup>rd</sup>, 1908. He suggested that it would be a fair deal, in view of his expenses and the school taxes paid on the property over the years, if the town would take over the property and pay the cemetery company the sum of \$500. The Council declined the proposition, and there matters remained for two years. On November 17<sup>th</sup>, 1910, Miss Grace Chalmers, representing the Chalmers' estate, offered to transfer the cemetery property to the town for a consideration of \$100, and this was accepted by Council at its meeting that day. In due course, the transfer was made, and the certificate of title for 3.64 acres, part of the south-east quarter of 32-54-22, is dated August 11<sup>th</sup>, 1911. More land was needed in time, and the Town Council purchased 1-7/33 acres on the north side of the cemetery. This certificate of title to this extra property, valued at \$152, is dated December 18<sup>th</sup>, 1929.*

## 2.3. FORT SASKATCHEWAN REGIONAL MAP



### LEGEND



FORT SASKATCHEWAN CEMETERY



CITY OF EDMONTON CEMETERY





### 3. DEMAND / LAND NEEDS ANALYSIS

In order to most effectively prepare a master plan for Fort Saskatchewan Cemetery we must first quantify its current after death-care demand and forecast future land needs at the cemetery. The cremation rate in the City of Fort Saskatchewan is a key trend to consider. Increasing consumer selection of cremation will both have a large impact on and offer manifold opportunities to the City's cemetery operations including influences of developing trends in disposition<sup>1</sup> approaches (in-ground interment, inurnment in columbarium niches, placement in scattering gardens or ossuaries facilities) and memorialization of cremated remains.

The demand forecast for cemetery services and amenities is dependent upon annual deaths tempered by cultural/religious practices and consumer preferences. When evaluating the demand for cemetery products and services we distinguish between dispositions (i.e. the physical act of placing human remains at the cemetery) and interment right sales (the sale of plots and niches).

The demand for disposition services (i.e. opening/closing of graves and niches) is closely related to the demographic trends influencing death. Demand at the cemeteries may be increased by gaining market share through an effective marketing program. Disposition demand represents pure operational costs and revenues and is important for forecasting budgets. As dispositions may occur into previously occupied interment rights (casket plots at Fort Saskatchewan Cemetery permit a first casket at 9 feet depth followed by a second casket at 6' depth and up to 5 subsequent cremation interments) they do not accurately reflect the remaining sales lifetime of the cemetery.

Interment right sales, while also representing operational costs and revenues, determines the remaining sales lifetime of the depleting resource of cemetery land. Demand for interment right sales may be particularly influenced by appropriate marketing. Sales demand may lead (though preneed sales) or lag (by multiple interments in one plot/niche or delayed disposition of cremation) dispositions as a direct result of the nature of available cemetery facilities and marketing. In Fort Saskatchewan cemetery, it appears that casket plot sales lead casket dispositions by a ratio of about 2:1 most likely due to consumer preference for the disposition and memorialization alternatives that they offer.

Consumer demand for cremation further reduces the overall demand for interment right sales as it allows the selection of many other alternatives to traditional cemetery disposition and memorialization including storage at home and scattering outside cemetery property as well as multiple dispositions into one interment right. None of these options is available in the case of casket interments. We therefore evaluate casket and cremation demand separately.

---

<sup>1</sup> A Glossary of cemetery terms is attached to this document in Appendix 1.1

### 3.1. CITY of FORT SASKATCHEWAN DEMOGRAPHY

With a population of 24,040 in the 2015 municipal census, Fort Saskatchewan grew at an average annual growth rate of 5.2%, between 2010 and 2015. The City is growing rapidly as a bedroom community adjacent to the expanding City of Edmonton. The City's 2015 growth study<sup>2</sup> predicts a slowly declining population growth rate averaging 2.8% annually (Medium Case scenario) over the next 25 years to 2040. The Medium Case alternative population projection from that report was used as the basis for population growth used in this report.

Year	2014	2020	2025	2030	2035	2040
Medium Case Forecast Population	22,808	29,721	34,231	38,742	43,252	47,762

**Table 3.1: Fort Saskatchewan Forecast Annual Population – 2015 Growth Study**

Growth in annual deaths will generally surpass growth in the population as the population ages and the median age increases (primarily due to the effect of the aging Baby Boomers). From 2016 to 2040 the annual growth rate in deaths is anticipated to increase as the median age of the population increases.

Almost all of the growth in annual deaths will be absorbed by cremation as the cremation rate continues to rise. The cremation rate has been rising steadily for over 30 years and is anticipated to continue to do so although it is forecast to slow down and stabilize at 79% by 2033. It is expected that the number of annual casket burials will remain level while cremations (both interments and inurnments) will increase.

### 3.2. DISPOSITION DEMAND FORECAST

Not all deaths in Fort Saskatchewan will end up in the City's cemetery. Many of the local community desiring casket burial will be buried at the cemetery due to its historical roots in the community. However, only a portion of cremations will go to the cemetery given the range and ease of disposition and memorialization alternatives available to that form of interment.

The following table (Table 3.2) shows the forecasted annual number of casket and cremation dispositions for various years from 2016 to 2040. This overview forecast does not consider the changes to demand that might occur in the future.

Annual Dispositions	2016	2020	2025	2030	2035	2040	Total 2016-2040
Casket Dispositions	20	16	17	18	20	22	<b>461</b>
Cremation Ground Dispositions*	25	32	35	39	42	45	<b>929</b>
Columbarium Niches Inurnments	11	14	15	17	18	19	<b>398</b>

\* Cremation ground plot dispositions may be into either cremation plots or casket plots.

**Table 3.2: Forecast Annual Dispositions at Fort Saskatchewan Cemetery to 2040**

<sup>2</sup> "Where Do We Grow From Here? – Fort Saskatchewan Growth Study – Final Report" prepared by ISL Engineering & Land Services, Strategic Projections and the City of Fort Saskatchewan, November 2015, retrieved from the City website.

This information is paramount for pro-active management of Fort Saskatchewan Cemetery including allocating appropriate capital cost budgets to its development and implementing of facilities to satisfy consumer demands, enhance interment and memorialization alternatives and the cemetery's bottom line fiscal sustainability.

### 3.3. INTERMENT RIGHT SALES DEMAND FORECAST

While annual dispositions relate to the operational revenue of the cemetery it is the interment right sales that determine the remaining operational lifetime of the facility. Interment rights are a depleting resource and every plot sold reduces the remaining supply of saleable inventory. Fort Saskatchewan Cemetery's management is pro-actively evaluating opportunities to expand the area of the cemetery in order to prolong its ability to serve the community. The forecast for interment right sales prepared in this report allows cemetery management to plan for the appropriate amount and timing of cemetery expansion.

There is a year to year variance in demand and it must be understood that the sales forecast represents an average around which the actual annual values will vary. It is expected that the annual unit sales will tend to return toward the forecast average when averaged over several years. It is anticipated that annual sales of all three of the main interment right types available at the cemetery (casket plots, cremation plots and columbarium niches) will continue to rise slowly but steadily over the next twenty-five years.

The annual number of casket plot sales at Fort Saskatchewan Cemetery is anticipated to remain relatively level for the next eight years as the cremation rate rises. Cremation ground plot sales are anticipated to remain steady at about 10 plots annually and columbarium niche sales will rise slowly but steadily under this scenario. The following table shows the forecast annual unit sales of each of those three interment right types at five year intervals for the next 25 years.

Annual Sales	2016	2020	2025	2030	2035	2040	Total 2016-2040
Casket Plots	32	32	34	36	40	44	<b>914</b>
Cremation Plots	17	14	16	18	19	20	<b>420</b>
Columbarium Niches	14	18	19	21	23	24	<b>502</b>

**Table 3.3: Forecast Annual Unit Sales at Fort Saskatchewan Cemetery**

Sales demand for interment rights is less closely linked to mortality forecasts than dispositions. In addition to the influence of changing death and cremation rates there are changing religious and cultural practices which influence consumer demand for cemetery products. In response to these changing demographic trends Fort Saskatchewan Cemetery has two tools at its disposal to effect change in cemetery sales. These are:

- The quality and variety of disposition and memorialization alternatives offered at Fort Saskatchewan Cemetery.
- The marketing of those alternatives to the citizens of Fort Saskatchewan.

### 3.4. FORECAST LAND NEEDS

Based upon the previous demand forecast for cemetery amenities (plots and niches) at Fort Saskatchewan Cemetery, the following table shows the forecast cumulative land need for cremation and casket amenities from 2016 to each of the years noted. The forecast extends 25 years to 2040.

**Notes:**

- Land use is shown in hectares;
- Values are forecast cumulative land use (by type) from 2016 to the stated year; and
- After the first 4 year period (2016-2020), each succeeding 10 year period includes the land used in the previous period.
- These values represent the cumulative land needed to satisfy community sales demand starting from 2016 until each subsequent year noted.
- This land need will first be met by existing inventory and then by new development as needed.
- A review of remaining cemetery inventory follows in the next section.

Cumulative Land Use (ha) from 2016 to:	2020	2030	2040
Casket Plots	0.08 ha	0.28 ha	0.48 ha
Cremation Amenities	0.04 ha	0.12 ha	0.20 ha
<b>Total Land Use</b>	<b>0.12 ha</b>	<b>0.40 ha</b>	<b>0.68 ha</b>

**Table 3.4: Forecast Cumulative Land Use (hectares) at Fort Saskatchewan Cemetery**

### 3.5. CEMETERY INVENTORY FORECAST SALES LIFETIME

The following table shows the currently developed, saleable inventory of interment rights at Fort Saskatchewan Cemetery as of May 31<sup>st</sup>, 2016 as well as the anticipated average annual demand and the year by which development of new inventory is required.

Interment Right Type	Saleable Inventory (units)	Average Annual Demand	Development Required by (year)
4x4 Infant/Child Plot	5	<1	As needed
4x4 Cremation Plot	142	13	2020
4x9 Casket Plot	210	32	2020
Columbarium Niches	39	15	2017

**Table 3.5: Forecast Interment Right Inventory Sales Lifetime at Fort Saskatchewan Cemetery**

### 3.6. REMAINING DEVELOPABLE LAND

Please refer to Figure 2.0, 2.1 and 2.2 Fort Saskatchewan Cemetery Developable Land for identification of the developable areas (Areas 2 & 3 are pending results of basin study).

- Developed (plots and infrastructure): 3.0 ha
- Developable land (in Area 1): 0.7 ha
- Undevelopable land (in Area 1): 0.2 ha
- Potential developable land (in Area 2 and 3): 2.3 ha
- **Fort Saskatchewan Cemetery Total Land: 6.2 ha**

At current interment and sales rates, Fort Saskatchewan Cemetery has sufficient developable land in the existing cemetery (Area 1) to last more than 25 years (until approximately 2043) although cemetery expansion into Area 2 will likely be required by about 2040. Additional columbarium niche inventory currently proposed in Area 2 will be required by 2030. The following table (Table 3.2) shows current remaining developed sales inventory as well as the development potential of the remaining areas of the existing cemetery (Area 1) and the two expansion areas (areas 2 & 3). The total cost to develop each area will be phased in over the years shown.

Existing Inventory and Development Potential	4x9 Casket Plots	4x4 Cremation Plots	Columbarium Niches	Cost to Develop	Year
Inventory in Area 1	210	142	39	N/A	N/A
Potential of Area 1	825	920	258	\$1,092,000	2017-2043
Potential of Area 2	328	0	272	\$339,000	2040-2050+
Potential of Area 3	1,721	1,145	464	\$1,884,000	Beyond 2050
<b>Total Inventory and Remaining Potential</b>	<b>3,084</b>	<b>2,207</b>	<b>1,033</b>	<b>\$3,205,000</b>	

**Table 3.6: Existing Inventory and Development Potential at Fort Saskatchewan Cemetery**



**Fig. 3.1 – Area 1, Fort Saskatchewan Cemetery Developable Land**





**Fig. 3.2 – Area 2, Fort Saskatchewan Cemetery Developable Land**



**Fig. 3.3 – Area 3, Fort Saskatchewan Cemetery Developable Land**

## 4. CEMETERY EXPANSION MASTER PLAN

### 4.1. DESIGN PROGRAM

#### INTERMENT

Based on past sales and interments, casket burial and in-ground cremation have a high demand in Fort Saskatchewan Cemetery. For this reason, and to capitalize on the well graded areas in the expansion zones, ample in-ground interments have been provided, without sacrificing space for cremation gardens and other means of interment and/or memorialization.

#### LEGION SECTION

The existing Legion Section is nearly out of inventory. To provide the respect deserved of those who have served us, a location for a new Legion Section has been identified with a gathering node, complete with seating and a flagpole for military services, central to the triangular section in the southwestern corner of Area 1.

#### RCMP SECTION

In connection with the Legion Section, the concept of providing a specific section for RCMP needs was discussed. As for now, the idea of providing a separate section for the RCMP Section is to be discussed further as the phases for development are implemented, dependent on the demand and requests from the community. A common gathering space to celebrate and honour those of the RCMP should also be considered as part of the design program for a specific RCMP Section.

#### CREMATION GARDEN

Hilton Landmarks' observation of current trends shows that people are showing preference toward cremation as opposed to traditional casket burials. 30+ years of columbaria niches have been provided in Areas 1 and 2, with areas for additional cremation gardens identified, should the need arise in the future. Cremation gardens provide an efficient use of land and a pleasing space to draw people in.

#### ADDITIONAL TYPES OF INTERMENT

City Staff have reported some interest in green burial within the community, but do not feel that it should be a defined section within the expansion land. It was also suggested that a place to scatter ashes such as a garden of remembrance or rose garden could be a popular type of interment with the community. The existing land along the west side of the cemetery, which is currently the low point on site and is typically a wet during the summer months would be a good section of land for a scattering garden or memorial park with the proper site design and drainage improvements. An additional option is to provide a small section of land within Phase 1 to test the demand of scattering of remains. This could be designed as an informal garden space with a small memorialization option surrounding one of the proposed plaza spaces.

Family plots or estate plots were also discussed. This alternative is currently provided as part of the future expansion.



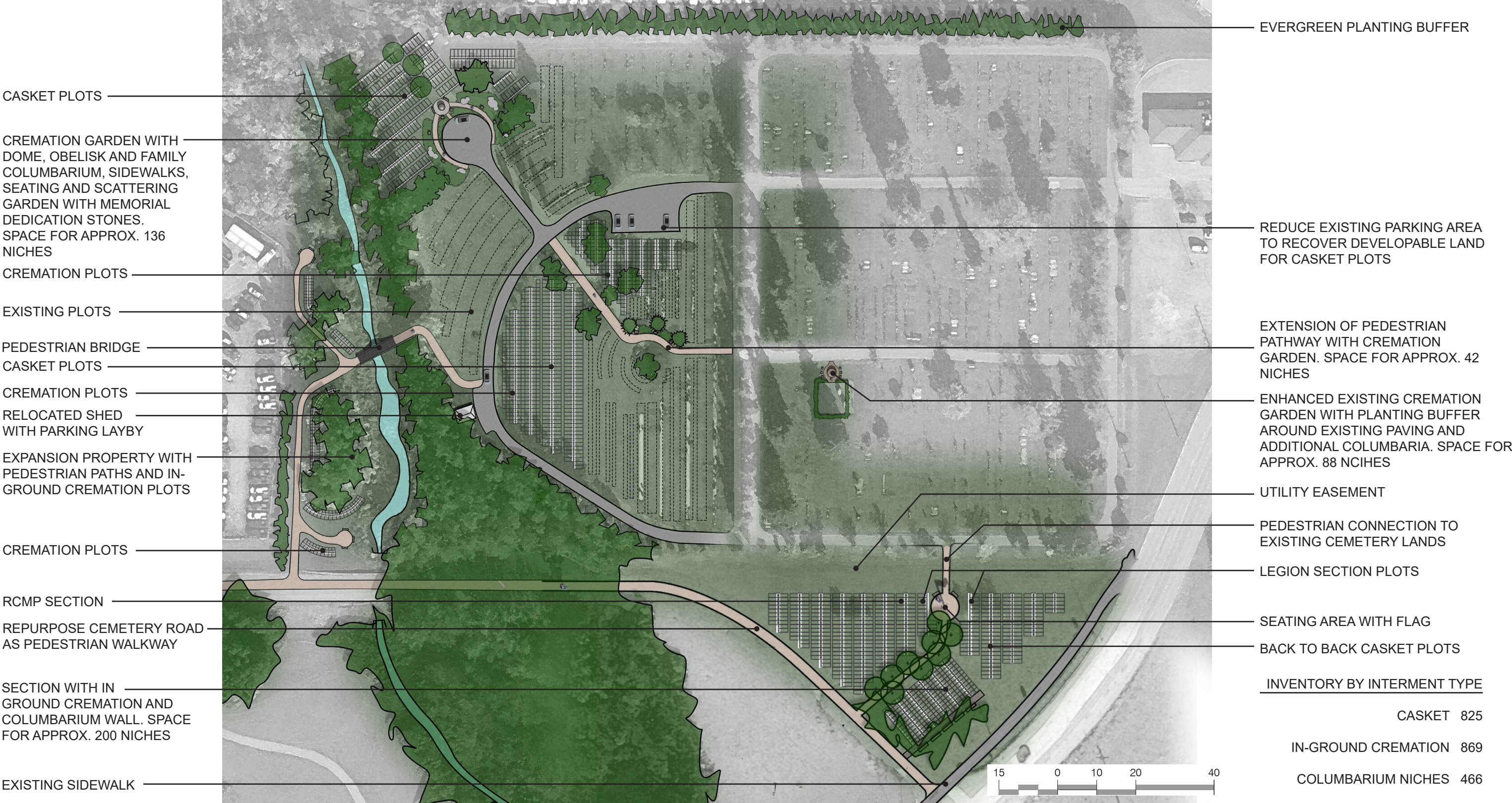
## EXPANSION PHASING



Phase 1 priority should focus on developing the remaining undeveloped cemetery land in Area 1 and infilling where ever possible. Development of the southern expansion areas (Areas 2 and 3) might provide an additional 75 years of burial capacity but would be subject to review once an updated basin study is completed for these areas (study to be completed with the next 10 years). Based on the study outcome, several options for development of these areas may be presented; other lands may have to be allocated to expand the cemetery or the City may choose to not expand the cemetery beyond Area 1 (offering development opportunities for private enterprise).



AREA 1



Fort Saskatchewan Cemetery - Preferred Concept (25 years - Cost: \$1,092,000)



## POTENTIAL REVENUE– AREA 1

### 1.0 **Potential Revenue:**

- 1.1 Pricing is Based on Current 2015 Price List for interment values.  
Refer to Revenues per Interment Type spreadsheet.  
Quantities for interment types are based on the Preferred Master Plan
- 1.2 Concept  
and the Order of Magnitude Cost Estimate.

### 2.0 **Interment Type:**

- 2.1 The potential ROI for this area is calculated as an either/or scenario.
- 2.2 The actual type and mix of interments will be determined during the detail design phase.

### 2.3 **Traditional Casket:**

4' x 9' plot + open/close and Monument inspection	825	ea	\$ 2,054.55	\$1,695,003.75
adult, single resident, weekday				<b>\$1,695,003.75</b>

### 2.4 **In-ground Cremation:**

4' x 4' plot + open/close and Monument inspection	869	ea	\$ 890.22	\$773,601.18
adult, single resident, weekday				<b>\$773,601.18</b>

### 2.5 **Columbarium Niches**

average 1.5 urns per niche	466	ea	\$ 1,647.87	\$767,907.42
adult, weekday				<b>\$767,907.42</b>

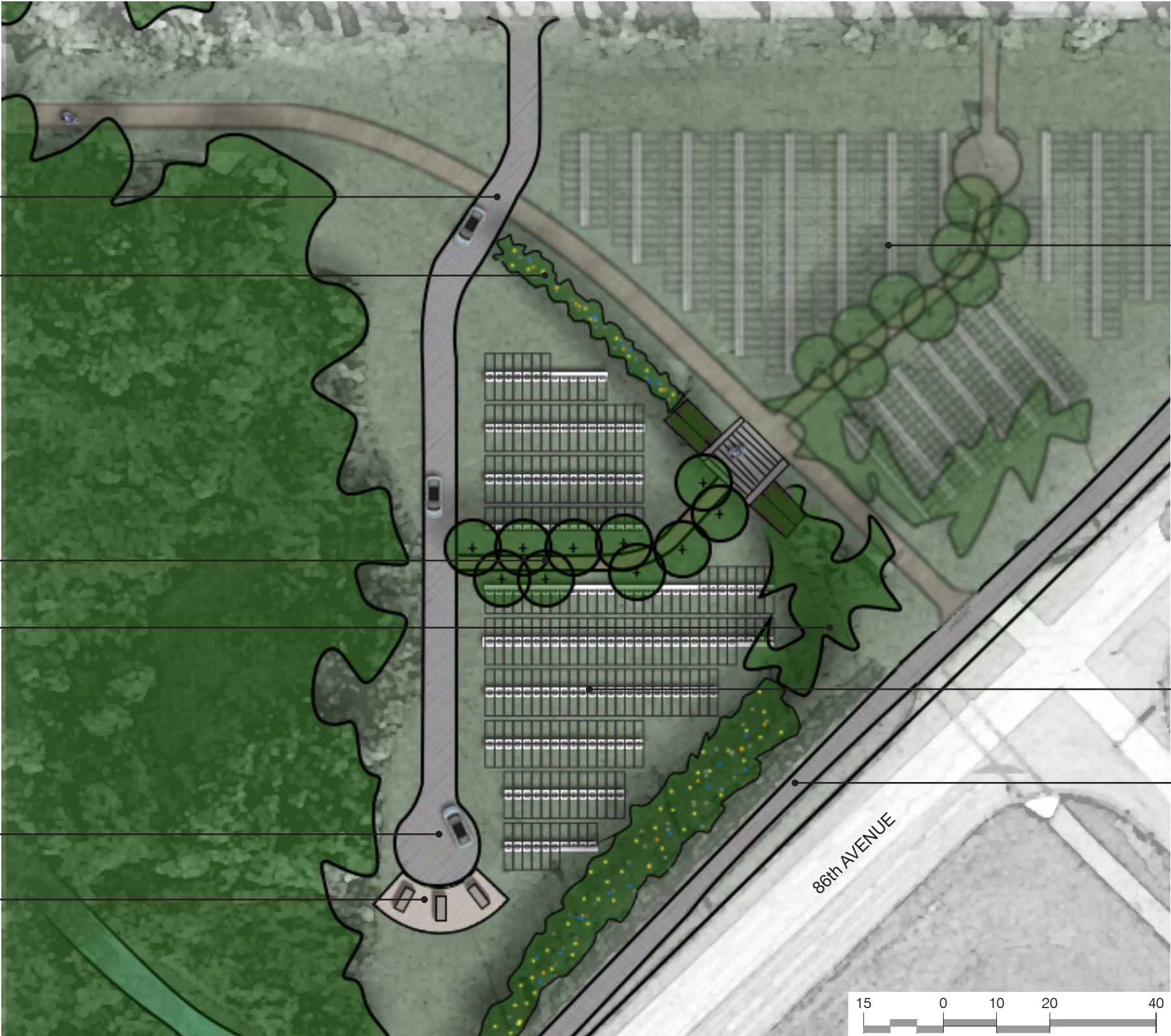
### 2.6 **Total revenue**

**\$3,236,512.35**

## ORDER OF MAGNITUDE COST ESTIMATE – AREA 1

Item		QTY	Units	Cost
1.0	<b><u>Start Up: /Mobilization/Layout for Construction</u></b>			
	<b>Subtotal 1.0</b>			\$15,000.00
2.0	<b><u>Removals</u></b>			
2.1	Remove existing gravel road		LS	\$2,480.00
2.2	Strip existing topsoil and stockpile at direction of the owner		LS	\$58,788.00
	<b>Subtotal 2.0</b>			\$61,268.00
3.0	<b><u>Earthworks</u></b>			
3.1	Grading allowance		LS	\$15,000.00
	<b>Subtotal 3.0</b>			\$15,000.00
4.0	<b><u>Hardscapes</u></b>			
4.1	Pedestrian pathway, limestone screening		LS	\$18,240.00
4.2	Concrete pavement, 125mm thick		LS	\$28,687.50
4.3	Gravel road		LS	\$2,080.00
4.4	Strip foundations		LS	\$286,965.00
4.5	Limestone path		LS	\$11,600.00
	<b>Subtotal 4.0</b>			\$347,572.50
5.0	<b><u>Columbaria</u></b>			
5.1	Obelisk columbaria (14 niches)	7	ea.	\$94,500.00
5.2	Estate niches	4	ea.	\$20,800.00
5.3	Pedestal niches	4	ea.	\$12,800.00
5.4	72 Niche Dome columbarium	2	ea.	\$72,000.00
5.3	40 Niche wall columbaria	5	ea.	\$60,000.00
	<b>Subtotal 5.0</b>			\$260,100.00
6.0	<b><u>Site Features</u></b>			
6.1	Benches	8	ea.	\$17,600.00
6.2	Pedestrian Bridge	1	ea.	\$50,000.00
6.3	Flag	1	ea.	\$7,000.00
6.4	Benches	2	ea.	\$4,400.00
	<b>Subtotal 6.0</b>			\$79,000.00
7.0	<b><u>Plantings</u></b>			
7.1	Topsoil and seed disturbed areas		LS	\$53,757.00
7.2	Planting allowance		LS	\$36,900.00
7.3	Trees	60	Ea.	\$41,400.00
	<b>Subtotal 7.0</b>			\$132,057.00
<b>Sub-total</b>				\$909,997.50
<b>Contingency 20%</b>				\$181,999.50
<b>Grand Total</b>				\$1,091,997.00
<b>Potential revenue</b>				<b>\$3,236,512.35</b>
<b>Potential net</b>				<b>\$2,144,535.35</b>
<b><u>Notes:</u></b>	Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as, structural engineering.			

AREA 2



EXTEND EXISTING ROADWAY  
INTO EXPANSION LAND

WILDFLOWERS, GRASSES,  
ETC. ALONG BANK

“MEMORIAL WALK” LIMESTONE  
PATHWAY WITH MEMORIAL TREES

BUFFER PLANTINGS

VEHICLE TURNAROUND

CREMATION GARDEN  
WITH THREE WALL  
COLUMBARIA

AREA 1 CEMETERY EXPANSION

CASKET PLOTS

EXISTING SIDEWALK

86th AVENUE

INVENTORY BY INTERMENT TYPE

CASKET	328
IN-GROUND CREMATION	0
COLUMBARIUM NICHES	272

Fort Saskatchewan Cemetery - Preferred Concept (12 years - Cost: \$394,000)

## POTENTIAL REVENUE– AREA 2

### **Potential Revenue:**

- 1.1 Pricing is Based on Current 2015 Price List for interment values.

Refer to Revenues per Interment Type spreadsheet.

- 1.2 Quantities for interment types are based on the Preferred Master Plan Concept and the Order of Magnitude Cost Estimate.

### 2.0 **Interment Type:**

- 2.1 The potential ROI for this area is calculated as an either/or scenario.

- 2.2 The actual type and mix of interments will be determined during the detail design phase.

### 2.3 **Traditional Casket:**

4' x 9' plot + open/close and Monument inspection  
adult, single resident, weekday

328	ea	\$ 2,054.55	\$673,892.40
			<b>\$673,892.40</b>

### 2.5 **Columbarium Niches**

average 1.5 urns per niche  
adult, weekday

272	ea	\$ 1,647.87	\$448,220.64
			<b>\$448,220.64</b>

### 2.6 **Total potential revenue**

<b>\$1,122,113.04</b>
-----------------------

## ORDER OF MAGNITUDE COST ESTIMATE – AREA 2

Item		QTY	Units	Cost
1.0	<b><u>Start Up: /Mobilization/Layout for Construction</u></b>			
1.1	Mobilization/Demobilization		L.S.	\$15,000.00
	<b>Subtotal 1.0</b>			<b>\$15,000.00</b>
2.0	<b><u>Removals</u></b>			
2.1	Strip existing topsoil and stockpile at direction of the owner		LS	\$8,544.00
	<b>Subtotal 2.0</b>			<b>\$8,544.00</b>
3.0	<b><u>Earthworks</u></b>			
3.1	Grading allowance		LS	\$15,000.00
	<b>Subtotal 3.0</b>			<b>\$15,000.00</b>
4.0	<b><u>Hardscapes</u></b>			
4.1	Concrete pavement, 125mm thick		LS	\$7,812.50
4.2	Gravel Road		LS	\$22,160.00
4.3	Limestone path		LS	\$1,580.00
4.4	Strip foundations		LS	\$63,910.00
	<b>Subtotal 4.0</b>			<b>\$95,462.50</b>
5.0	<b><u>Columbaria</u></b>			
5.1	64 Niche wall columbaria	3	ea.	\$45,000.00
5.2	40 niche terraced Columbaria walls	2	ea.	\$80,000.00
	<b>Subtotal 5.0</b>			<b>\$125,000.00</b>
6.0	<b><u>Site Features</u></b>			
6.1	Concrete stairs		LS	\$19,800.00
6.2	Terraced planters		LS	\$19,800.00
	<b>Subtotal 6.0</b>			<b>\$39,600.00</b>
7.0	<b><u>Plantings</u></b>			
7.1	Topsoil and seed disturbed areas		LS	\$11,511.00
7.2	Trees	10	ea.	\$6,000.00
7.3	Planting allowance		LS	\$5,300.00
7.4	Wildgrass seeding		LS	\$6,410.00
	<b>Subtotal 7.0</b>			<b>\$29,221.00</b>
			<b>Sub-total</b>	<b>\$327,827.50</b>
			<b>Contingency 20%</b>	<b>\$65,565.50</b>
			<b>Grand Total</b>	<b>\$393,393.00</b>
	<b>Potential Revenue</b>			<b>\$1,122,113.04</b>
	<b>Potential Net</b>			<b>\$728,720.04</b>

**Notes:** Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as, structural engineering.



AREA 3

GREEN BURIAL SECTION

GREEN BURIAL SECTION

MEMORIAL TREES, TYP.

FEATURE SCATTERING GARDEN

CREMATION PLOTS

LIMESTONE PATHWAY, TYP.

MAINTENANCE SHED WITH PARKING

CREMATION GARDEN PATH AND  
OBELISK COLUMBARIA, TYP.

EXISTING SIDEWALK

RCMP SECTION

CEMETERY ROADWAY

PEDESTRIAN SIDEWALK

CASKET PLOTS

ARBOUR AND CREMATION  
GARDEN PATH

CREMATION GARDEN (FUTURE)  
POTENTIAL FOR 176 NICHES

INVENTORY BY INTERMENT TYPE

CASKET 1721

IN-GROUND CREMATION 1145

COLUMBARIUM NICHES 464

Fort Saskatchewan Cemetery - Preferred Concept (18 years - Cost: \$1,884,000)

Mar. 24, 2017

Not to Scale

## POTENTIAL REVENUE – AREA 3

### 1.0 **Potential Revenue:**

Pricing is Based on Current 2015 Price List for

#### 1.1 interment values.

Refer to Revenues per Interment Type spreadsheet.

Quantities for interment types are based on the

#### 1.2 Preferred Master Plan Concept

and the Order of Magnitude Cost Estimate.

### 2.0 **Interment Type:**

2.1 The potential ROI for this area is calculated as an either/or scenario.

2.2 The actual type and mix of interments will be determined during the detail design phase.

#### 2.3 **Traditional Casket:**

4' x 9' plot + open/close and Monument inspection  
adult, single resident, weekday

1721	ea	\$ 2,054.55	\$3,535,880.55
			<b>\$3,535,880.55</b>

#### 2.4 **In-ground Cremation:**

4' x 4' plot + open/close and Monument inspection  
adult, single resident, weekday

1145	ea	\$ 890.22	\$1,019,301.90
			<b>\$1,019,301.90</b>

#### 2.5 **Columbarium Niches**

average 1.5 urns per niche  
adult, weekday

464		\$ 1,647.87	\$764,611.68
			<b>\$764,611.68</b>

#### 2.6 **Total potential revenue**

			<b>\$5,319,794.13</b>
--	--	--	-----------------------

## ORDER OF MAGNITUDE COST ESTIMATE – AREA 3

Item		QTY	Units	Cost
1.0	<b><u>Start Up: /Mobilization/Layout for Construction</u></b>			
1.1	Mobilization/Demobilization		L.S.	\$15,000.00
	<b>Subtotal 1.0</b>			<b>\$15,000.00</b>
2.0	<b><u>Removals</u></b>			
2.1	Strip existing topsoil and stockpile at direction of the owner		L.S.	\$88,584.00
	<b>Subtotal 3.0</b>			<b>\$88,584.00</b>
3.0	<b><u>Earthworks</u></b>			
3.1	Grading allowance		LS	\$20,000.00
	<b>Subtotal 4.0</b>			<b>\$20,000.00</b>
4.0	<b><u>Hardscapes</u></b>			
4.1	Pedestrian pathway, limestone screening		L.S.	\$14,460.00
4.2	Concrete pavement, 125mm thick		L.S.	\$87,750.00
4.3	Gravel road		L.S.	\$152,240.00
4.4	Strip foundations		L.S.	\$536,900.00
	<b>Subtotal 5.0</b>			<b>\$791,350.00</b>
5.0	<b><u>Columbaria</u></b>			
5.1	Obelisk columbaria (12 niche)	24		\$288,000.00
5.1	Future cremation garden	176		\$193,600.00
	<b>Subtotal 5.0</b>			<b>\$481,600.00</b>
6.0	<b><u>Site Features</u></b>			
6.1	Arbour	2		\$70,000.00
	<b>Subtotal 7.0</b>			<b>\$70,000.00</b>
7.0	<b><u>Plantings</u></b>			
7.1	Topsoil and seed disturbed areas		L.S.	\$64,152.00
7.3	Planting allowance		L.S.	\$5,700.00
7.2	Trees	56		\$33,600.00
	<b>Subtotal 8.0</b>			<b>\$103,452.00</b>
			<b>Sub-total</b>	<b>\$1,569,986.00</b>
			<b>Contingency 20%</b>	<b>\$313,997.20</b>
			<b>Grand Total</b>	<b>\$1,883,983.20</b>
	<b>Potential revenue</b>			<b>\$5,319,794.13</b>
	<b>Potential net</b>			<b>\$3,435,810.93</b>

**Notes:** Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as, structural engineering.



## 5. PRODUCTS AND MARKETING

Through the preparation of this Expansion Master Plan, it became clear that the City of Fort Saskatchewan could benefit from an examination of the cemetery's existing and future interment options and an evaluation of how the City can position itself to meet the diversifying needs of the Fort Saskatchewan area residents and families over the next 25 years. The Products and Marketing section is intended to be used as a framework for action by addressing the following needs:

- Increase revenue;
- Increase the awareness and public perception of Fort Saskatchewan Cemetery;
- Provide a strategic framework for new products and services, and
- Initiate improvements to the marketing strategy.

### 5.1. RECOMMENDATIONS

As part of the marketing and promotion of the cemeteries, the City should undertake the following in order to raise the community's awareness of the cemeteries historic and cultural significance:

- Improve the interpretative signage, and
- Consider facilitating public access to the history of those buried at the cemeteries by utilizing a cemetery records and mapping software.

Over the past few years, there has been a movement within North American cemeteries to expand their role from providing only interment services to hosting and providing a venue for non-interment related events. This reflects a new trend in diversifying cemetery programming. The motivation for this trend seems to be a growing desire to restore links between cemeteries and the communities they were established to serve. Cemeteries are achieving this objective by finding ways to increase the public's perception of cemeteries as relevant and attractive places. In an urban context, enhancing public awareness and understanding of the roles that cemeteries can play in the day-to-day life of a community can build support for broader public uses. This can include less traditional uses, such as providing space for recreational uses and cultural events. This in turn can enhance the perceived value of cemeteries in the public parks and open space system.

### 5.2. INTERMENT AND MEMORIALIZATION OPTIONS

#### CURRENT INTERMENT OPTIONS

At the present time, the range of interment types and memorialization options available at the Fort Saskatchewan Cemetery are as follows:

- Traditional, in-ground (full body) burial – upright, pillow and flat (missing pillow);
- In-ground cremation – upright and flat markers, and
- Interment in a columbarium niche.

## ADDITIONAL INTERMENT OPTIONS

Based on the community's needs and changes in cemetery trends, there is a need to expand the range of interment and memorialization options offered at Fort Saskatchewan Cemetery. These are in direct response to the following challenges faced by Fort Saskatchewan's cemetery system:

- Disposition trends across Canada predict that the rate of traditional in-ground burial will continue to fall, while the rate of cremation will continue to increase;
- A universal business challenge facing all cemetery operators is how to encourage more families to bring cremated remains to cemeteries, rather than scattering at alternative locations, such as on family farms or in lakes, and
- Families are requesting more choice of interment memorialization options, and are becoming more selective regarding burial plot location, and the nature of cemetery surroundings. There is also a trend towards stronger and more meaningful memorialization options.

Municipal cemetery operators who have successfully increased the range of services they offer in response to similar challenges faced by Fort Saskatchewan include Lethbridge AB, the Regional Municipality of Wood Buffalo AB, and Rocky View County AB.

To this end, the following additional interment and memorialization options are proposed for inclusion as part of future expansion of burial areas at Fort Saskatchewan Cemetery:

- Green burial;
- Religion specific burial;
- Scattering gardens;
- Family vessels, and
- Cremation garden urns.

## OPTIMUM MIX OF INTERMENT AND MEMORIALIZATION OPTIONS

The expansion of burial capacity at Fort Saskatchewan Cemetery is to occur in phases, providing families with optimum choice. Sales trends should be monitored closely to gauge the success of the types of interment and memorialization options offered to families, their appeal in terms of price, and to determine whether or not they should be included in future phases. In addition, Staff is to monitor the phasing to ensure that the site is being used to its capacity. The objective should be to achieve a reasonable level of sales of each of the options offered by the City through their promotion in a cemetery marketing strategy.

## 6. CONCLUSION

This report summarizes the results of a six month expansion master planning process for the City of Fort Saskatchewan – Fort Saskatchewan Cemetery. The Cemetery Expansion Master Plan produced by this process consists of:

1. A cemetery needs analysis;
2. A cemetery by-law review;
3. Cemetery design options, and
4. A physical site plan for expansion of Fort Saskatchewan Cemetery.

This Expansion Master Plan has been built on a rigorous review of demographic and industry trends and projections, and includes conceptual detailed design of key cemetery features and a phasing plan for five stages of cemetery expansion.

The Master Plan report provides schematic diagrams, precedent photos and data tables to guide the implementation of these recommendations. The Master Plan presents a suite of information that, in combination, fully equips the City to serve the community in a fiscally, environmentally and socially sustainable manner for the next 25 years, while providing a full range of cemetery services to the residents of Fort Saskatchewan and the surrounding Communities.

The existing cemetery (Area 1) will provide sufficient interment options until about 2043. Development of the southern expansion areas (Areas 2 and 3) might provide an additional 75 years of burial capacity but would be subject to review once an updated basin study is completed for these areas (study to be completed with the next 10 years). Based on the study outcome, several options for development of these areas may be presented; other lands may have to be allocated to expand the cemetery or the City may choose to not expand the cemetery beyond Area 1 (offering development opportunities for private enterprise).



# **CITY OF FORT SASKATCHEWAN**

## **Financial Reserves Policy FIN-021-C**

---

### **Motion:**

That Council adopt Financial Reserves Policy FIN-021-C.

### **Purpose:**

To present Financial Reserves Policy FIN-021-C for adoption by Council.

### **Background:**

The City allocates funds to reserves to meet future capital and operating expenditure requirements and to provide financial flexibility for unforeseen events or provide for emergencies. It is essential that municipalities maintain adequate reserve levels to mitigate current and future risks. The management of reserve funds in a formalized financial reserves policy is considered a municipal best practice. To date, the City has operated in the absence of a formal reserves policy. The development of a financial reserves policy was completed to provide consistent standards and guidelines for the management of existing reserves and the establishment of new reserves.

A review of reserve policies and practices of a number of municipalities as well as research articles was conducted. This research was used to determine the guidelines in the Policy, which were established based on the specific needs of the City.

### **Plans/Standards/Legislation:**

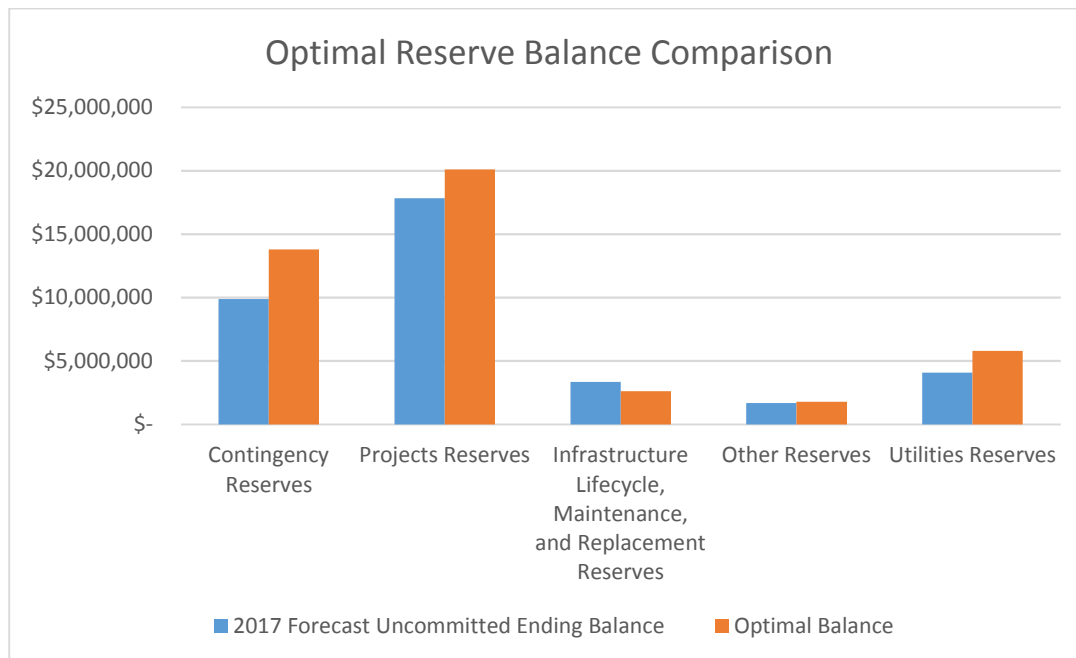
The Government Finance Officers Association (GFOA, international governing body of Government Finance Officers in both Canada and the United States) considers the establishment of a formal policy a best practice and a way to maintain financial sustainability.

### **Financial Implications:**

The City's reserve balances are not at the optimal balance at the time of adoption of this Policy, however, the City is transitioning towards its optimal targets. With this Policy in place, the City can develop a multi-year plan to set aside reserve funds annually to support the goals within the Policy.

In comparing the 2017 forecast uncommitted ending balances to the recommended optimal balances, it was found that the City is below recommended levels by approximately \$7.2 million (net).

The following graph compares the current reserve balances to the optimal balances by reserve category.



The minimum yearly contributions to reserves for some reserves are also below recommended levels. However, those will be addressed through future years' budget processes.

#### Internal Impacts:

Adoption of Financial Reserves Policy FIN-021-C will require minimal staff training as the Policy largely reflects the City's existing practices which should mitigate any short-term impacts.

#### Attachments:

Financial Reserves Policy FIN-021-C

---

File No.:

Prepared by:	Marley Hanrahan Senior Infrastructure Accountant	Date: July 4, 2017
Approved by:	Jeremy Emann Chief Financial Officer	Date: July 4, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: July 4, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017

---

## FINANCIAL RESERVES

---

Date Issued: July 10, 2017

Mandated by: City Council

Current Revision: July 10, 2017

Cross Reference:

- School Playground Grant Program  
Procedure FIN-019-C
- Allocation of Operating Budget Surplus  
Policy FIN-022-C

Next Review: July 10, 2018

Responsibility: Chief Financial Officer

---

### PURPOSE

A major objective of the City is to sustain financial viability, provide an adequate level of municipal services, and support the City's long term capital plan. The City recognizes that an important component for reaching and maintaining this objective is the establishment of reserves.

This policy provides consistent standards and guidelines for the management of existing reserves and the establishment of new reserves.

### POLICY

The City shall establish reserves and commit funds on an ongoing basis for future funding requirements, stabilization of fluctuations in operating and capital activities, contingency funding, and to reduce the need for debt financing. The City shall manage reserves in a responsible manner and use reserve funds solely for the specific purpose previously determined.

### DEFINITIONS

*City* – shall mean the City of Fort Saskatchewan.

*Committed Balance* – shall mean funds approved by Council to be applied towards specific expenditures.

*Council* – shall mean the municipal Council of the City of Fort Saskatchewan.

*Designated Balance* – shall mean funds designated to a reserve for a specific purpose, which has not yet been approved by Council to be applied towards a specific expenditure. Reserve funds remain designated for the specific purpose as outlined in the reserve report.

*Interest Bearing* – shall mean, where applicable, annual interest is earned on the reserve balance and is retained in the reserve. Interest will be paid to those reserves where funding has come from external

sources. If a reserve is deemed interest bearing, interest is applied to the respective reserve, and reinvested; otherwise, interest is applied to operations.

*Optimal Balance* – shall mean, where applicable, a recommended balance for the reserve to ensure that the respective balances are not depleted to the degree that those balances are no longer available to serve their intended purposes.

*Redesignation of Reserve Funds* – shall mean the process to change the purpose of reserve funds by transferring the funds from one reserve to another.

*Release of Reserve Funds* – shall mean reserve funds for which the purpose has been fulfilled or changed and is consequently closed. Any remaining funding will be identified for redesignation to another reserve.

## **RESERVE CATEGORIES**

*Contingency Reserves* – A reserve category capturing the reserves established to provide non-designated funds to stabilize the temporary impact of unforeseen, non-recurring, emergent, one-time expenditures or losses of revenue and to ensure service levels.

*Projects Reserves* – A reserve category capturing the reserves that are established to fund operating and capital projects or future operations.

*Infrastructure Lifecycle, Maintenance, and Replacement Reserves* – A reserve category capturing the reserves that are established to fund expenditures for the repair, lifecycle replacement, or upgrade of City infrastructure, equipment or vehicles.

*Other Reserves* – A reserve category capturing other reserves that have a 1:1 relationship with the reserve description.

*Developer Levy Reserves* - A reserve category capturing the reserves established to hold developer levies collected through developer agreements to fund new assets/infrastructure required due to the growth of the City without placing an undue burden on existing City resources.

*Utilities Infrastructure Lifecycle, Maintenance, and Replacement Reserves* – A reserve category capturing the reserve established to provide funds to assist in meeting future requirements for the expansion, replacement, refurbishment, and maintenance of utility assets or infrastructure as well as for operating and capital projects required to meet customer service delivery objectives.

## **GUIDING PRINCIPLES**

1. All reserve transactions will be approved by Council prior to the transaction occurring.
2. All reserves must include all fields required in the reserve report. A reserve report contains the following:
  - Reserve name
  - Reserve category
  - Overall purpose of the reserve
  - Source(s) of funding
  - Specific use of funds
  - Optimal balance formula, if applicable

- Duration of the reserve
  - Whether or not the reserve is interest bearing
  - The coordinator(s) of the reserve
  - Schedule of review
3. Reserves will be funded from either internal or external sources as defined in the reserve report.
  4. Where appropriate, each reserve will be supported by a 5-year projection for receipt and disbursement of funds. These projections will be updated annually by the appropriate Department as part of the budget process. All reserve accounts must be presented in the City's annual budget documents.
  5. Strategies to maintain the recommended optimal balance will be addressed by the appropriate Department through budget cycles. The appropriate Department shall prepare an action plan to return a reserve back into compliance when:
    - A reserve has been over funded and has exceeded its recommended optimal balance as approved by Council; or
    - A reserve has been under funded and has not maintained its recommended optimal balance as approved by Council.
  6. As part of the year end process, reserves which have a recommended optimal balance will be assessed in comparison to the actual balance. Reserves which are lower than their recommended optimal balance will be considered in the distribution of an annual operating budget surplus. If the funding source allows for it, reserves which exceed their recommended optimal balance will be considered for redesignation.
  7. Interest is allocated to reserve balances based on the City's annual average interest earned on investments. Interest earnings will be applied to the reserves which have been deemed interest bearing as indicated in the reserve report.
  8. This Policy will be reviewed by Administration annually. Unless otherwise stated in the reserve report, reserve schedules and balances will be reviewed annually.

#### **AUTHORITY / RESPONSIBILITY TO IMPLEMENT**

1. It is the responsibility of the Chief Financial Officer to administer compliance with this Policy, and for compliance with City Bylaws, the Municipal Government Act, and other applicable legislation. The CFO is responsible for the administration of the City's reserves by reviewing and recommending appropriate reserve usage.
2. It is the responsibility of department Directors to be in compliance with this Policy. Departments must notify Finance when reserve funding for expenditures is required. Departments will need to partner with Finance annually to confirm reserve structure and recommended optimal balances.

## **SCHEDULE OF RESERVES**

### Municipal Reserves

#### Contingency Reserves

- Financial Stabilization Reserve
- Snow Removal Reserve

#### Projects Reserves

- Fire Waterline Reserve
- Future Facility Operating Reserve
- Land Purchases Reserve
- Parks Reserve
- Perpetual Care Reserve
- Capital Projects Reserve

#### Infrastructure Lifecycle, Maintenance, and Replacement Reserves

- Harbour Pool Lifecycle Reserve
- Culture Services Equipment & Exhibits Reserve
- Dow Centennial Centre Equipment Lifecycle Reserve
- Facility Lifecycle Maintenance Reserve
- Fire Equipment Reserve
- Information Technology Equipment Reserve
- Mobile Equipment & Vehicle Fleet Reserve
- Protective Services Equipment Reserve

#### Other Reserves

- Art in Public Places Reserve
- Drug Abuse Resistance Education (D.A.R.E.) Reserve
- Economic Development Reserve
- Family & Community Support Services Reserve
- Health, Safety, and Wellness Reserve
- Transportation Assistance Reserve
- Westpark Estate Community Enhancement Reserve

#### Developer Levy Reserves

- Fort Centre Offsite Levy Reserve
- Medium Industrial Offsite Levy Reserve
- Southfort Offsite Levy Reserve
- Westpark Estates Offsite Levy Reserve

### Utilities Reserves

#### Infrastructure Lifecycle, Maintenance, and Replacement Reserves

- Utilities Infrastructure Reserve



Reserve Name:	Financial Stabilization Reserve
Reserve Category:	Contingency Reserves
Purpose:	A contingency fund for emergent, non-recurring, one-time expenditures or loss of revenues that will not be built into the operating budget in future years
Source of Funding:	<ol style="list-style-type: none"><li>1) Allocation of the annual operating budget surplus</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, annual contributions from operations</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	The funds are not designated and can be used to protect the City against any unforeseen operating costs that will cause the City to incur an operating deficit. Funds will be used for stabilizing unbudgeted impacts as a result of unanticipated events. Examples are losses incurred due increased emergency response costs, unforeseen climactic events, declines in revenues, special projects, or other items that would result in an overall deficit.
Optimal Balance:	Balance of funds already committed to specific projects plus two months of the City's operating expenditures.
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Chief Financial Officer
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Snow Removal Reserve
Reserve Category:	Contingency Reserves
Purpose:	To provide funds for emergency use for the snow/ice removal program
Source of Funding:	<ol style="list-style-type: none"><li>1) Unspent portion of funding pertaining to the snow and ice removal operating budget</li><li>2) If deemed appropriate, annual contributions from operations</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Major, unforeseen snow/ice events
Optimal Balance:	50% of the snow and ice removal operating budget
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Infrastructure Management
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Fire Waterline Reserve
Reserve Category:	Projects Reserves
Purpose:	To provide funds for future fire waterline construction/replacement
Source of Funding:	Established with funds received from Dow Chemical in 1981; no annual contributions
Use of Funds:	Funds have been allocated to the Medium Industrial Secondary Water Supply Line project
Optimal Balance:	N/A
Duration:	Ongoing – Until current funds are disbursed
Interest Bearing:	No
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2020

Reserve Name:	Future Facility Operating Reserve
Reserve Category:	Projects Reserves
Purpose:	To set aside funds for future operating costs associated with the expansion of the City's facilities
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	To fund the capital development, operation, and debt repayments (if applicable) of new City facilities
Optimal Balance:	Projected operating impacts (including debenture costs if applicable) of any new facility anticipated to be completed within the next fiscal year
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Chief Financial Officer
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Land Purchases Reserve
Reserve Category:	Projects Reserves
Purpose:	To fund future land purchases or improvements to City land for development and/or sale
Source of Funding:	<ol style="list-style-type: none"><li>1) Proceeds from the sale of land</li><li>2) Allocation of the annual operating budget surplus</li><li>3) Unspent portion of funding pertaining to completed projects</li><li>4) If deemed appropriate, annual contributions from operations</li><li>5) Other sources as approved by Council</li></ol>
Use of Funds:	<ol style="list-style-type: none"><li>1) Future purchases of land</li><li>2) Servicing costs</li><li>3) Payments on debentures which have been issued for land acquisitions</li><li>4) Costs associated with the purchase or disposal of land (e.g. advertising, surveys, appraisals, real estate commissions, legal costs, subdivision fees)</li><li>5) Cost of improvement of City owned land which has not yet been developed or recently purchased land (e.g. fencing, clearing, demolition of buildings, or any other expenditure that maintains or increases the value of the land)</li></ol>
Optimal Balance:	50% of projected land purchases within the City's 10 year capital plan
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Chief Financial Officer
Review Schedule:	Last review: July 2017 Next review: July 2018

---

Reserve Name:	Parks Reserve
Reserve Category:	Projects Reserves
Purpose:	<p>This reserve is made up of restricted and unrestricted balances.</p> <ol style="list-style-type: none"><li>1) Restricted: To set aside funds provided in place of municipal reserve, school reserve, or municipal and school reserve and the interest earned on that money as per Section 671 of the Municipal Government Act, RSA 2000, Chapter M-26</li><li>2) Unrestricted: To set aside funds for parks and playground maintenance or upgrades and projects within the river valley</li></ol>
Source of Funding:	<ol style="list-style-type: none"><li>1) Restricted:<ul style="list-style-type: none"><li>• Payments for development in lieu of providing park space in accordance with Section 671 of the MGA</li></ul></li><li>2) Unrestricted:<ul style="list-style-type: none"><li>• Annual contributions from operations</li><li>• Unspent portion of funding pertaining to completed projects</li><li>• If deemed appropriate, allocation of the annual operating budget surplus</li><li>• Other sources as approved by Council</li></ul></li></ol>
Use of Funds:	<ol style="list-style-type: none"><li>1) Restricted: Purchase of park, public recreation, school and buffer land, or constructing improvements on any such land. The monies must be allocated between the municipality and the school authority, in accordance with any agreement.</li><li>2) Unrestricted: Enhancements to existing parks and playgrounds, playground structure lifecycle replacements, playground grants, and river valley enhancements</li></ol>
Optimal Balance:	<p>Restricted: N/A</p> <p>Unrestricted: Five year average of the annual capital forecast of the relevant assets</p>
Duration:	Ongoing
Interest Bearing:	Yes – Restricted portion only
Coordinator:	<p>City Manager Chief Financial Officer Director, Planning &amp; Development Director, Infrastructure Management Manager, Parks Services</p>
Review Schedule:	<p>Last review: July 2017</p> <p>Next review: July 2018</p>



Reserve Name:	Perpetual Care Reserve
Reserve Category:	Projects Reserves
Purpose:	To provide funding for the perpetual care of the cemetery
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations. For near term sustainment and development outlined in the Cemetery Master Plan, 100% of regular plot, monument foundation, and columbarium niche revenue. For future development of Phase 3 outlined in the Cemetery Master Plan, annual contributions designated to meet cost requirements at the time of development.</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	For maintenance and capital costs as required to sustain and develop the cemetery
Optimal Balance:	Five year average of the annual capital forecast outlined in the Cemetery Master Plan
Duration:	Ongoing
Interest Bearing:	Yes – Revenue portion only
Coordinator:	Director, Infrastructure Management Manager, Parks Services
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Capital Projects Reserve
Reserve Category:	Projects Reserves
Purpose:	<ol style="list-style-type: none"><li>1) To fund capital projects as determined in the annual capital budget</li><li>2) To hold annual capital funding</li><li>3) Contingency funding for unforeseen projects or emergency needs</li></ol>
Source of Funding:	<ol style="list-style-type: none"><li>1) Allocation of the annual operating budget surplus</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) Expired debenture funds to be used to offset future debenture payments</li><li>4) Annual capital funding from operations</li><li>5) If deemed appropriate, annual contributions from operations</li><li>6) Other sources as approved by Council</li></ol>
Use of Funds:	Capital projects or infrastructure investments that are not specifically funded from other established reserves or are not eligible for grant funding
Optimal Balance:	Balance of funds already committed to specific projects plus balance of funds identified as Capital Projects Reserve funded for the next 5 years in the 10 year capital plan
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Chief Financial Officer
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Harbour Pool Lifecycle Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of aquatic system components and equipment
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 10% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Purchase and maintenance of aquatic system components and equipment such as re-grouting of the pool basin, pool heating system, pool pumps, epoxy coating of filter tanks, lockers, deck furniture, bleachers, spray toys, sound system, etc.
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Recreation Aquatics Operations Supervisor
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Culture Services Equipment & Exhibits Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of culture services equipment and exhibits
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 8% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	<ol style="list-style-type: none"><li>1) Theatre equipment (sounds and lighting consoles, speakers, stage floor, ticketing system, etc.)</li><li>2) Fort Heritage Precinct exhibits</li><li>3) NWMP Fort palisade walls</li><li>4) Portable art gallery display walls and display cases</li></ol>
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Culture Shell Theatre Supervisor
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Dow Centennial Centre Equipment Lifecycle Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of equipment and recreation components within the Dow Centennial Centre
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 10% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	<ol style="list-style-type: none"><li>1) Equipment such as floor machines, Genie lift, commercial vacuums, AV equipment, etc.</li><li>2) Lockers, turf replacement, divider curtains, ice compressors, scoreboards, etc.</li><li>3) Purchase of new fitness equipment not currently at the facility and spin bike fleet replacement</li><li>4) Electronic sign</li></ol>
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Recreation Manager, Dow Centennial Centre
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Facility Life Cycle Maintenance Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	To provide funds for the scheduled repair, maintenance, and replacement of tangible capital assets in existing City facilities. Assets which are part of the building envelope, are structural in nature, or essential to the building operation of the facility are covered under this reserve.
Source of Funding:	<ol style="list-style-type: none"><li>1) Unspent portion of funding pertaining to postponed or completed projects</li><li>2) If deemed appropriate, annual contributions from operations</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	To fund facility lifecycle maintenance projects such as the replacement of roofs, boilers, HVAC systems, flooring, exterior doors, exterior windows, exterior siding, and restoration of the exterior historical assets.
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Project Management Manager, Facilities Services
Review Schedule:	Last review: July 2017  Next review: July 2018



Reserve Name:	Fire Equipment Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of fire equipment
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 7% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Purchase of fire equipment such as breathing apparatus, gear washers, communications equipment, vehicle replacements, and other fire apparatus
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Fire Chief
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	IT Equipment Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of IT equipment
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 12.5% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Purchase of IT hardware and software such network infrastructure, computer hardware, audio visual equipment, software systems, and licenses
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Information Technology
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Mobile Equipment & Vehicle Fleet Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of the City's mobile equipment and vehicle fleet
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 10% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Purchase of vehicles, Zambonis, machinery, and equipment
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Project Management Director, Infrastructure Management Manager, Facilities Services Manager, Parks Services
Review Schedule:	Last review: July 2017  Next review: July 2018

Reserve Name:	Protective Services Equipment Reserve
Reserve Category:	Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	For replacement and upgrading of protective services equipment
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations equal to at least 15% of the value of the relevant assets (valued at historical cost)</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Purchase of protective services equipment such as intersection safety device camera systems, telephone recording systems, radios, and other required equipment
Optimal Balance:	Five year average of the annual capital forecast of the relevant assets
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Protective Services
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Art in Public Places Reserve
Reserve Category:	Other Reserves
Purpose:	To provide funds for the purchase and maintenance of City wide public art. These funds will be used to increase public awareness and appreciation of the arts, stimulate growth of the arts, and to build a civic art collection.
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from operations</li><li>2) Unspent portion of funding pertaining to completed projects</li><li>3) If deemed appropriate, allocation of the annual operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	For the purchase of City wide public art and the management and maintenance of the public art program. Public artworks can include, but are not limited to: sculptures, paintings, drawings, installations, prints, photography, murals, mosaics, or multi-media projects.
Optimal Balance:	Cost of projects identified to be completed within the next fiscal year
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Culture
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Drug Abuse Resistance Education (D.A.R.E.) Reserve
Reserve Category:	Other Reserves
Purpose:	To manage funds for the D.A.R.E. program on behalf of the RCMP
Source of Funding:	1) Community donations 2) Annual surplus of the D.A.R.E. program
Use of Funds:	D.A.R.E. program
Optimal Balance:	N/A
Duration:	Ongoing
Interest Bearing:	Yes
Coordinator:	RCMP
Review Schedule:	Last review: July 2017 Next review: July 2020

Reserve Name:	Economic Development Reserve
Reserve Category:	Other Reserves
Purpose:	Funding for enhancement and development of commercial and industrial areas of the City
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions are from 10% of the annual business license fee collected</li><li>2) AIHA seed funding reimbursement</li><li>3) Unused fund from Business Support Grants</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Any investment attraction project which improves or develops commercial and industrial areas of the City.
Optimal Balance:	N/A – Disbursements will be decided based on funds available at the time
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Economic Development
Review Schedule:	Last review: July 2017 Next review: July 2018



Reserve Name:	Family & Community Support Services Reserve
Reserve Category:	Other Reserves
Purpose:	Funding can be used for any social project undertaken by the City. This reserve was established in 1991 to help offset the cost of homecare; however, Alberta Health Services has since taken over the homecare program.
Source of Funding:	Originally funded through the Federal Canada Assistance Plan grant which ended in 1997; no annual contributions
Use of Funds:	Funding can be used for any social project; mentorship programs, youth conferences, guest speakers at community engagements, etc.
Optimal Balance:	N/A
Duration:	Ongoing – Until current funds are disbursed
Interest Bearing:	No
Coordinator:	Director, FCSS
Review Schedule:	Last review: July 2017 Next review: July 2020

Reserve Name:	Health, Safety, and Wellness Reserve
Reserve Category:	Other Reserves
Purpose:	To provide funds for preventative and proactive health, safety, and wellness programs as part of the City's ongoing commitment to the health, safety, and wellness of employees
Source of Funding:	<ol style="list-style-type: none"><li>1) Alberta Blue Cross premium rebates</li><li>2) Annual Federal Employment Insurance (EI) rebate program</li><li>3) Unanticipated WCB surplus rebates</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	<ol style="list-style-type: none"><li>1) HR initiatives such as leadership development programs, Team Fort Sask events, and one-time benefit enhancements</li><li>2) Health and safety initiatives, safety training programs, and legislative requirements</li></ol>
Optimal Balance:	N/A – Disbursements will be decided based on funds available at the time
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, People Services
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Transportation Assistance Reserve
Reserve Category:	Other Reserves
Purpose:	To manage funds for the Special Transportation Services Society (STSS)
Source of Funding:	1) Community donations 2) Annual surplus of the Special Transportation Services Society
Use of Funds:	Operating and capital needs of the Special Transportation Services Society
Optimal Balance:	N/A – The STSS board is responsible to ensuring funds needed for future projects are available
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, FCSS
Review Schedule:	Last review: July 2017 Next review: July 2020

Reserve Name:	Westpark Estates Community Enhancement Reserve
Reserve Category:	Other Reserves
Purpose:	Originally established for the purpose of future enhancements to the Westpark Estates Community. In 2015, all the funding was allocated to the conversion of the Pointe Aux Pins road to a multi-use trail project
Source of Funding:	Established with funds received pursuant to the Land Purchase Agreement with Bradson Development Ltd. In 1988; no annual contributions
Use of Funds:	Conversion of the Pointe Aux Pins road to a multi-use trail project
Optimal Balance:	N/A
Duration:	Ongoing – Until current funds are disbursed
Interest Bearing:	No
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2020

Reserve Name:	Fort Centre Offsite Levy Reserve
Reserve Category:	Developer Levy Reserves
Purpose:	To assist in financing the City's infrastructure related to growth and development
Source of Funding:	1) Developer levies which are collected through developer agreements that establish levy payments and specific projects to be completed 2) Reimbursed funds collected from the City front ending projects
Use of Funds:	For future expansion of the City's water, sanitary sewer and storm sewer facilities, as well as arterial roadways and pedestrian walkways
Optimal Balance:	N/A – Developer contributions are on a uniform, per-hectare basis
Duration:	Ongoing – Until the build-out of the existing Fort Centre Offsite Levy lands is complete
Interest Bearing:	Yes
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Medium Industrial Offsite Levy Reserve
Reserve Category:	Developer Levy Reserves
Purpose:	To assist in financing the City's infrastructure related to growth and development
Source of Funding:	<ol style="list-style-type: none"><li>1) Developer levies which are collected through developer agreements that establish levy payments and specific projects to be completed</li><li>2) Reimbursed funds collected from the City front ending projects</li></ol>
Use of Funds:	For future expansion of the City's water, sanitary sewer and storm sewer facilities, as well as arterial roadways and pedestrian walkways
Optimal Balance:	N/A – Developer contributions are on a uniform, per-hectare basis
Duration:	Ongoing – Until the build-out of the existing Medium Industrial Offsite Levy lands is complete
Interest Bearing:	Yes
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Southfort Offsite Levy Reserve
Reserve Category:	Developer Levy Reserves
Purpose:	To assist in financing the City's infrastructure related to growth and development
Source of Funding:	1) Developer levies which are collected through developer agreements that establish levy payments and specific projects to be completed 2) Reimbursed funds collected from the City front ending projects
Use of Funds:	For future expansion of the City's water, sanitary sewer and storm sewer facilities, as well as arterial roadways and pedestrian walkways
Optimal Balance:	N/A – Developer contributions are on a uniform, per-hectare basis
Duration:	Ongoing – Until the build-out of the existing Southfort Offsite Levy lands is complete
Interest Bearing:	Yes
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2018



Reserve Name:	Westpark Estates Offsite Levy Reserve
Reserve Category:	Developer Levy Reserves
Purpose:	To assist in financing the City's infrastructure related to growth and development
Source of Funding:	1) Developer levies which are collected through developer agreements that establish levy payments and specific projects to be completed 2) Reimbursed funds collected from the City front ending projects
Use of Funds:	For future expansion of the City's water, sanitary sewer and storm sewer facilities, as well as arterial roadways and pedestrian walkways
Optimal Balance:	N/A – Developer contributions are on a uniform, per-hectare basis
Duration:	Ongoing – Until the build-out of the existing Westpark Estates Offsite Levy lands is complete
Interest Bearing:	Yes
Coordinator:	Director, Project Management
Review Schedule:	Last review: July 2017 Next review: July 2018

Reserve Name:	Utilities Infrastructure Reserve
Reserve Category:	Utilities Infrastructure Lifecycle, Maintenance, and Replacement Reserves
Purpose:	To provide funding for the expansion, replacement, refurbishment, and maintenance of the City's utility infrastructure and equipment
Source of Funding:	<ol style="list-style-type: none"><li>1) Annual contributions from the utility operating budget equal to at least 3% of the value of the relevant assets (valued at historical cost) for water and sewer and at least 10% of the value of the relevant assets (valued at historical cost) for solid waste</li><li>2) Unspent portion of funding pertaining to completed utility projects</li><li>3) Allocation of the annual utility operating budget surplus</li><li>4) Other sources as approved by Council</li></ol>
Use of Funds:	Replacement of the City's utility infrastructure and related equipment based on the long term capital plan. These include, but are not limited to: <ol style="list-style-type: none"><li>1) Water transmission and distribution systems</li><li>2) Wastewater collection and transmission</li><li>3) Solid waste systems</li></ol>
Optimal Balance:	5% of the value of the relevant assets (valued at historical cost)
Duration:	Ongoing
Interest Bearing:	No
Coordinator:	Director, Infrastructure Management Manager, Utility Services
Review Schedule:	Last review: July 2017  Next review: July 2018

## **CITY OF FORT SASKATCHEWAN**

### **Allocation of Operating Budget Surplus Policy FIN-022-C and Historical Staff Surpluses and Mitigation Strategies**

---

#### **Motion:**

That Council adopt Allocation of Operating Budget Surplus Policy FIN-022-C.

#### **Purpose:**

To present Allocation of Operating Budget Surplus Policy FIN-022-C for adoption by Council, and to report information on historical staff surpluses and possible mitigation strategies.

#### **Background:**

At the April 25, 2017 regular Council meeting, Council was provided an update on the 2016 operating budget surplus. Pursuant to Council Resolution R89-15, and in the absence of a formal surplus policy, the 2016 operating budget surplus was allocated equally between the Self-Financing Infrastructure Reserve, the Land Purchases Reserve, and the Financial Stabilization Reserve.

At the June 13, 2017 regular Council meeting, Council directed Administration to provide Council with a surplus policy and a comprehensive report on the historical staff surplus and possible mitigation strategies to be presented at the July 10, 2017 regular Council meeting.

A major objective of the City is to sustain a financially viable municipality that can provide an adequate level of municipal services and support the City's long term capital plan. The City recognizes that an important component for reaching and maintaining this objective is the management of operating budget surpluses.

Policy FIN-022-C provides guidelines for the allocation of an operating budget surplus.

Further to this, Administration is preparing a Budget Policy to establish principles and guidelines for the preparation of budgets, to support the management of revenues and expenditures, and to control operating budget surpluses. The Budget Policy is expected to be presented to Council at the regular Council meeting scheduled on September 12, 2017.

#### **Financial Implications:**

Following adoption by Council, Policy FIN-022-C will provide guidance for the allocation of operating budget surpluses starting with the 2017 year end.

**Attachments:**

1. Appendix A – Allocation of Operating Budget Surplus Policy – FIN-022-C
2. Appendix B – Historical Staff Surpluses and Mitigation Strategies

---

File No.:

Prepared by:	Jeremy Emann Chief Financial Officer	Date: June 22, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: June 30, 2017
Reviewed by:	Troy Fleming Interim City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017

---

**COUNCIL  
POLICY****FIN-022-C**

---

---

## **ALLOCATION OF OPERATING BUDGET SURPLUS**

---

Date Issued: July 10, 2017

Mandated by: City Council

Current Revision: July 10, 2017

Cross Reference: Financial Reserves Policy  
FIN-021-C

Next Review: January 1, 2020

Responsibility: Chief Financial Officer

---

**PURPOSE**

A major objective of the City is to sustain a financially viable municipality that can provide an adequate level of municipal services and support the City's long term capital plan. The City recognizes that an important component for reaching and maintaining this objective is the management of operating budget surpluses.

This Policy provides the guidelines for the allocation of operating budget surpluses.

**POLICY**

The City will manage the annual allocation of operating budget surpluses in a fiscally responsible manner acting as good stewards of the City's resources managing costs and investing for the future.

**DEFINITIONS**

*Operating Budget Surplus* - shall mean the excess of revenues over expenditures as compared to the annual operating budget approved by Council, net of Budget Carryover Items.

*Budget Carryover Items* - shall mean items that have been approved in the current year operating budget but have not been completed at year-end, and are intended to be completed in the following year.

*City* - shall mean the City of Fort Saskatchewan.

*Committed Balance* - shall mean funds approved by Council to be applied towards specific expenditures.

*Council* – shall mean the municipal Council of the City of Fort Saskatchewan.

*Contingency Reserves* - shall mean reserve categories established to provide non-designated funds to stabilize the temporary impact of unforeseen, non-recurring emergent one-time expenditures or losses of revenue and to ensure service levels.

*Designated Balance* - shall mean funds designated to a reserve for a specific purpose which has not yet been approved by Council to be applied towards a specific expenditure. Reserve funds remain designated for a specific purpose as outlined by reserve description in Financial Reserves Policy FIN-021-C.

*Utility Operations* – shall mean operations that include water distribution, wastewater collection and solid waste services with these specific services provided on a user pay basis, ensuring that users pay the full cost of utility.

## **GUIDING PRINCIPLES**

1. The allocation of operating budget surpluses will be consistent with achieving Council's vision and areas of strategic priority to sustain a financially viable City that can provide an adequate level of municipal services and support the City's long term capital plan.
2. The City does not budget for a deficit or plan for surpluses. The City shall adopt a balanced budget whereby operating revenues are equal to operating expenditures for each year.
3. Operating budget surpluses represent one-time funding that, by its nature, cannot be relied on to recur on an ongoing basis. Therefore, operating budget surpluses shall be allocated to fund one-time, generally non-recurring expenditures (i.e. capital, reserve contributions to achieve/maintain optimal balances).
4. The City uses operating budget surpluses to fund reserves as part of a sound financial system. Reserves provide for future funding requirements, stabilize operating and capital activities, provide contingency funding for unforeseen or emergency expenses, and lessen the reliance on debt financing.
5. Operating budget surpluses shall be calculated in conjunction with the audit of the City's annual consolidated financial statements.
6. The allocation of operating budget surpluses should be balanced between the following options that contribute to the financial health and sustainability of City operations:
  - a) To reserves based on priorities derived from the Financial Reserves Policy FIN-021-C.
  - b) Funding of non-recurring expenditures within the following year's operating or capital budgets
  - c) Repayment of outstanding debt.
7. Budget carryover items are allocated to designated reserves at year-end, and are not considered part of the operating budget surplus.
8. As operating budget surpluses are non-recurring in nature, they shall not be applied to the following year's operating budget to fund ongoing expenditures, and/or to reduce the following year's tax rate.
9. Operating budget surpluses of self-sustaining operations, including utility operations, will only be allocated within these operations and respective reserves.
10. The year-end operating budget surpluses shall be reported in a regular meeting of Council prior to May 1<sup>st</sup> of the following year.

11. The operating budget surplus is not equivalent to the Operating Surplus or Deficit presented in the annual consolidated financial statements, which are presented in accordance with Public Sector Accounting Standards. Unlike the operating budget surplus, the Operating Surplus or Deficit for financial statement purposes excludes reserve transfers, principal debt payments, and proceeds from the disposal of tangible capital assets, and includes capital revenues, gains (losses) from the disposal of tangible capital assets, and amortization.

**AUTHORITY / RESPONSIBILITY TO IMPLEMENT**

The Chief Financial Officer is responsible for the implementation and monitoring of this Policy.



## CITY OF FORT SASKATCHEWAN

## Historical Staff Surpluses and Mitigation Strategies

**Purpose:**

To provide Council with information on historical staff surpluses and possible mitigation strategies.

**Background:**

For fiscal 2016, the City's actual salaries, wages and benefits were \$1,320,521 below budget with \$1,046,977 of the staff surplus coming from general operations and \$273,544 coming from snow removal and utilities. The staff surplus was 1.83% of the 2016 approved operating budget of \$72.3 million.

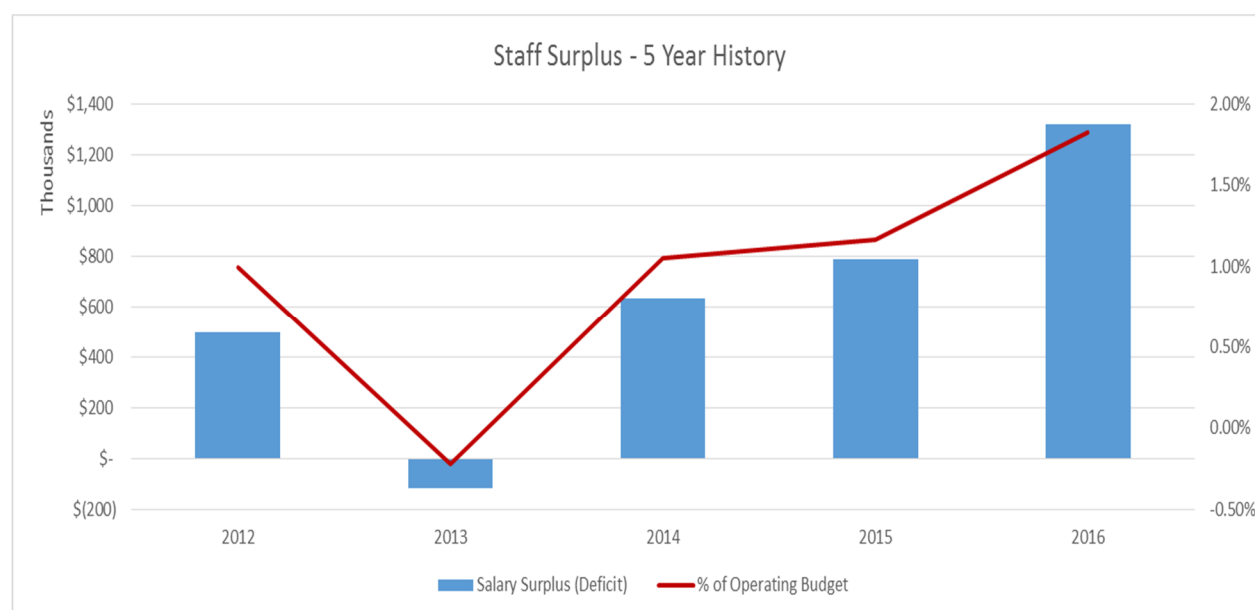
Salaries, wages and benefits represent the City's single largest operating expenditure and account for 36% of the 2017 approved operating budget. The City budgets for salaries, wages and benefits comprehensively and utilizes all available information at the time the budget is prepared. However, despite best efforts, staffing surpluses and deficits can arise and vary in amount from year to year due to the following circumstances:

- Differences between actual staff vacancies and budget
- Differences between actual start dates and budget
- Differences between actual pay scales and budget
- Extended delays in filling vacant / new positions
- Employing temporary contract workers to cover staff vacancies and shortages
- Hiring of replacement staff at different pay scales than former staff

Given the importance of personnel costs to the overall budget, the City's budget processes and expenditure projections must provide a clear picture of where payroll dollars are headed.

**Historical Staff Surpluses:**

Figure 1



For the purpose of this report, Administration reviewed the historical staff surpluses over the past 5 years from 2012 to 2016. The results are summarized in Figure 1. Staff surpluses over this period ranged from a deficit of \$116,963 in 2013 to a surplus of \$1,320,521 in 2016. As a percent of each year's operating budget, staffing surpluses ranged from a low of -0.22% in 2013 to a high of 1.83% in 2016. Other years fell between 0.99% and 1.16%, which could be considered the normal range given the slight variation over multiple years. Therefore, as the outlier years, 2013 and 2016 require some further analysis and explanation.

The staffing deficit in 2013 of \$116,963, or -0.22% of the total operating budget, was the result of a combination of circumstances. The 2013 operating budget included no new staffing positions which meant that, aside from merit pay increases and a \$65,800 approved cost of living adjustment, no additional staffing dollars were added to the budget which could have contributed to a staffing surplus. In addition, there was a slight reduction in the overall number of staff vacancies compared to other years, and there was a payout made to a former employee.

The staffing surplus in 2016 was notably higher than in previous years for several reasons. First, staffing vacancies were significantly higher in 2016 compared to 2015 and 2014 due to increased staff turnover and restructuring within departments. Second, there were more new staffing positions approved in the 2016 operating budget relative to 2015 and 2014, which, in some cases, took several months to fill. Last, some cost of living adjustments for non-union employees were approved in the 2016 operating budget but not awarded to staff until 2017.

### **Current Budget Practices and Mitigation Strategies:**

Administration reviewed the City's current budget practices for salaries, wages and benefits along with possible mitigation strategies to reduce future staff surpluses. There are certain aspects to the way the City budgets for salaries, wages and benefits which could lead to staffing surpluses. Examples of these are as follows:

1. The City budgets at a 100% staff complement.

In other words, the approved operating budget does not include any provision for staff vacancies. This does not reflect reality as not all staff positions will be filled 52 weeks out of the year. Governments that fully fund staffing positions, do so knowing that they are building some contingency into their budgets. They argue that this added level of contingency provides them greater flexibility to respond to unforeseen expenditures and emergencies, and mitigate these risks. Others place a greater value on accuracy and the use of reasonable estimates, and incorporate an estimate for staff vacancies into their budgets.

As a mitigation strategy, the City could consider reducing the overall annual budget for salaries, wages and benefits by 1% to 2% to account for staff vacancies during the year.

2. The City budgets a start date of January 1 for new staff positions.

This means that the operating budget includes 100% of the first year's approved salary and benefits for each new staffing position. However, in practice, most new positions do not get filled until later in the year. This is due to the fact that considerably more staff time and resources are needed to fill new positions than to fill existing positions. Also, it can take longer to fill higher level positions and those requiring specialized knowledge or skills.

The People Services department advised that, on average, new positions can take from 3 to 7 weeks to fill union positions, and from 10 to 12 weeks to fill non-union positions.

As a mitigation strategy, the City could consider delaying the start date budgeted for new staff positions. A reasonable start date that reflects the average time needed to fill new positions would be April 1. This would be equivalent to 75% of the new position's first year salary and benefits. In the subsequent budget year, the salaries and benefits for these new positions would automatically adjust to 100%.

3. The City budgets for new staff positions at the highest pay grade level, or equivalent.

In common with many government organizations, the City uses a step pay grade system to compensate its employees. For budget purposes, all staffing positions are budgeted at the highest pay grade level relative to each position. This process ensures that the full costs of each new hire is communicated and approved as part of the annual budget process. However, new staffing positions are typically not filled at the highest pay grade level, and will vary by individual and by position according to the qualifications and experience required. Most new staff positions are filled at intermediate pay grade levels to allow for employee evaluation and progression.

As a mitigation strategy, the City could consider reducing the budgeted pay grade levels for all new staff positions from the highest grade level to an intermediate grade level. For example, budgeting at step 3 of a 6 step pay grade system, or equivalent.

### **Next Steps:**

During the year, the City changed its process of reporting quarterly variances to include year-to-date comparisons of actuals to budget. In addition, the City changed its method of forecasting revenues and expenses to projections based on monthly budgets by department. This will enhance the tracking and reporting of staff surpluses, and will allow opportunities to take action as needed.

In addition, Administration is preparing a comprehensive Budget Policy to establish principles and guidelines for the preparation of operating and capital budgets, to support the management of revenues and expenses, and to control operating budget surpluses. The policy is scheduled to be presented to Council at the September 12, 2017 regular Council meeting.

The Budget Policy work will further assess and consider the mitigation strategies presented in this report as additional guidance for the budgeting of salaries, wages and benefits, and to reduce the potential of large staff surpluses in the future.

---

File No.:

Prepared by:	Jeremy Emann Chief Financial Officer	Date: June 30, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: June 30, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017

## CITY OF FORT SASKATCHEWAN

### High Performance Sports Field Grandstand and Press Box

---

#### Recommended Motion:

That Council approve construction of a 1,000 seat capacity grandstand and press box at the High Performance Sports Field with \$431,905 to be funded from the Capital Projects Reserve, of which \$290,000 is to be repaid to the reserve.

#### Purpose:

To provide Council information on the cost to construct a grandstand and press box at the High Performance Sports Field and the proposed funding of the project.

#### Background:

The 2015 Recreation Facility and Parks Master Plan Update identified the High Performance Sports Field as one of the community's top priorities for recreation development. The High Performance Sports Field was included in the 2016 Budget, subject to a detailed analysis of the capital and operating costs. Approval to proceed with construction was granted through Resolution R66-16, passed at the April 26, 2016 regular Council Meeting.

The High Performance Sports Field was designed with basic needs to be constructed immediately and with the ability to adjust the scope of the project depending on project costs. The base cost estimate did not include the grandstand and press box. However, they were included in the tender package.

Options for the grandstand and press box, included in the tender package, are:

Option 1:	500 seat capacity	\$437,241
Option 2:	1,000 seat capacity	\$580,440

As part of the project, a naming rights package was created to allow industries, businesses, service clubs, community groups and individuals an opportunity to purchase the naming rights of the High Performance Sports Field. Revenue generated for the naming rights is to be applied to the capital cost of the project.

Sponsorship for the naming rights of the High Performance Sports Field has successfully been negotiated and is being finalized in the amount of \$300,000 for a 10 year term. Of the sponsorship funding, \$10,000 has been committed towards the cost of signage, with the balance of \$290,000 available to go towards the cost of the grandstand and press box.

Project 16032 High Performance Sports Field is progressing well from a budget perspective and is on schedule for September completion. The project has \$148,535 available in contingency for construction of the grandstand and press box.

Proposed funding for each option is as follows:

Option 1 – 500 seat capacity grandstand and press box - \$437,241

Sponsorship Revenue	\$290,000
Project 16032 Contingency	<u>\$148,535</u>
Total Funding	\$438,535

There is sufficient funding from sponsorship revenue and Project 16032 contingency funding to cover the cost of construction of the 500 seat capacity grandstand and press box. No further funding would be required, however, as the sponsorship funding will not be paid in a lump sum, it is proposed that funds be borrowed from the Capital Projects Reserve (formerly known as the Self Financing Infrastructure Reserve) upfront, with the funds to be repaid over the 10 years of the sponsorship.

Option 2 – 1,000 seat capacity grandstand and press box - \$580,440

Sponsorship Revenue	\$290,000
Project 16032 Contingency	\$148,535
Capital Projects Reserve	<u>\$141,905</u>
Total Funding	\$580,440

Sponsorship revenue from the High Performance Sports Field and Project 16032 contingency funding is insufficient to cover the cost for an additional 500 seats. To gain the efficiencies of economy of scale, an additional \$141,905 would be required and is proposed to be funded from the Capital Projects Reserve. Further, as the sponsorship funding will not be paid in a lump sum, it is proposed that \$290,000 be borrowed from the Capital Projects Reserve upfront and be repaid to the reserve over the 10 years of the sponsorship.

It should be noted that if Council were to approve construction of the grandstand and press box, completion of this construction would take an additional two to three months beyond the current Project 16032 High Performance Sports Field construction completion date in September. Although not the final design, a picture of a grandstand and press box is provided below.



\*\* Not final design.

Two benefits of including the 1,000 seat capacity grandstand and press box during construction of the High Performance Sports Field are:

1. a savings of approximately \$30,000, as the contractors are already on site; and
2. a future interruption to the sports season would be avoided.

**Financial Implications:**

\$431,905 to be borrowed from the Capital Projects Reserve, with \$290,000 to be repaid to the reserve over the 10 years of the sponsorship.

**Alternatives:**

1. That Council approve construction of a 500 seat capacity grandstand and press box at the High Performance Sports Field with \$290,000 to be funded from the Capital Projects Reserve and to be repaid to the reserve.
2. That Council approve construction of a 1,000 seat capacity grandstand and press box at the High Performance Sports Field with \$431,905 to be funded from the Capital Projects Reserve, of which \$290,000 is to be repaid to the reserve.
3. That Council not proceed with construction of a grandstand and press box at the High Performance Sports Field.

**Recommendation:**

That Council approve construction of a 1,000 seat capacity grandstand and press box at the High Performance Sports Field with \$431,905 to be funded from the Capital Projects Reserve, of which \$290,000 is to be repaid to the reserve.

---

Prepared by:	Barb Shuman Director, Recreation Services	Date: June 28, 2017
Approved by:	Grant Schaffer Director, Project Management	Date: June 28, 2017
Approved by:	Jeremy Emann Chief Financial Officer	Date: June 29, 2017
Approved by:	Brenda Rauckman General Manager, Community & Protective Services	Date: June 29, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 4, 2017
Submitted to:	City Council	Date: July 10, 2017



## **CITY OF FORT SASKATCHEWAN**

### **Bylaw C14-17 – Off-Site Levy Bylaw**

---

#### **Motions:**

1. That Council give second reading to Bylaw C14-17 to provide for the imposition of an Off-Site Levy for lands proposed for subdivision and development in defined new growth areas within Fort Saskatchewan's municipal boundaries.
2. That Council give third reading to Bylaw C14-17 to provide for the imposition of an Off-Site Levy for lands proposed for subdivision and development in defined new growth areas within Fort Saskatchewan's municipal boundaries.

#### **Purpose:**

The purpose of this report is to give second and third readings to Off-Site Levy Bylaw C14-17.

#### **Background:**

The Levy sets out a fair and equitable means to collect money for the construction of major infrastructure to be shared among the developers within a growth area and helps to ensure that the cost of development is not a burden to existing tax payers.

The Levy rates calculated are set to recover the cost of development for each of the areas. The Off-Site Levy Bylaw and associated reports will be reviewed and updated from time to time, including the actual construction costs of specific projects and to ensure that the inflation calculations reflect the current inflation experienced in the construction industry.

The developers and their representatives have been involved in the development of the Levy models. The Levy reports have been circulated to the developers and their comments have been incorporated and/or taken under consideration.

Bylaw C14-17 was advertised in a local newspaper for two consecutive weeks prior to second and third reading in accordance with the *Municipal Government Act* (MGA).

Bylaw C14-17 was given first reading at the June 27, 2017 regular Council meeting.

#### **Plans/Standards/Legislation:**

The MGA provides a municipality the right to collect a levy from developing lands for the purpose of constructing major infrastructure that benefits the developing areas. The Levy can be collected for new and expanded water, sanitary sewer, storm sewer, and transportation infrastructure that benefits the developing areas.

#### **Financial Implications:**

The financial model for the development of Southfort, Westpark, and the Light / Medium Industrial areas has been reviewed and updated. The model indicates that the proposed levies are set at an appropriate level to recover the cost of construction.

**Attachments:**

- 1) Bylaw C14-17 and Schedule "A" – Off-Site Levy Rates
- 2) Schedule "B" – Southfort Levy Report – June 2017
- 3) Schedule "C" – Westpark Levy Report – June 2017
- 4) Schedule "D" – Medium Industrial Levy Report – June 2017

---

File No.:

Prepared by:	Grant Schaffer Director, Project Management	Date: June 30, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 5, 2017
Submitted to:	City Council	Date: July 10, 2017



## CITY OF FORT SASKATCHEWAN

### OFF-SITE LEVY BYLAW

#### BYLAW NO. C14-17

A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE PROVINCE OF ALBERTA TO PROVIDE FOR THE IMPOSITION OF AN OFF-SITE LEVY FOR LANDS PROPOSED FOR SUBDIVISION AND DEVELOPMENT IN DEFINED NEW GROWTH AREAS WITHIN MUNICIPAL BOUNDARIES.

**WHEREAS** the *Municipal Government Act*, RSA 2000, c.M-26, as amended or repealed and replaced from time to time, permits Council to impose a levy known as an Off-Site Levy in respect of land to be developed or subdivided within a municipality's limits, and to authorize an agreement to be entered into for payment of the levy;

**AND WHEREAS** the municipality has engaged in consultation with representatives of the development industry to address and define existing and future infrastructure requirements of the municipality with respect to circumstances of the municipality and the benefits of development;

**AND WHEREAS** Council received advice and reports respecting upgrades to Off-Site Infrastructure which set out a fair and equitable calculation of Off-Site Levies in accordance with the purpose of the *Municipal Government Act*, RSA 2000, c.M-26, as amended or repealed and replaced from time to time;

**AND WHEREAS** Council advertised its intention to consider the provision of this Bylaw pursuant to the requirements of the *Municipal Government Act*, RSA 2000, c.M-26, as amended or repealed and replaced from time to time.

**NOW THEREFORE**, the Council of the City of Fort Saskatchewan, duly assembled, enacts as follows:

This Bylaw is cited as the City of Fort Saskatchewan "Off-Site Levy Bylaw".

#### 1. DEFINITIONS

For the purposes of this Bylaw, the following words shall mean:

- (a) "Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended or repealed and replaced from time to time;
- (b) "City" means City of Fort Saskatchewan;
- (c) "City Council" means the Council of the City of Fort Saskatchewan;
- (d) "Development Agreement" means an executed contract between a developer and the City of Fort Saskatchewan which establishes servicing and development requirements, and obligations;

- (e) "Developable Land" means all lands utilized and included for the purposes of growth and which are subdivided or developed (as those terms are defined under the Act, s. 616), except for lands:
  - (i) designated as Environmental Reserve,
  - (ii) designated as Municipal Reserve, or
  - (iii) for which an Off-Site Levy was previously paid to the City;excluding the Developed Land.
- (f) "Developed Land" means land:
  - (i) that has been subdivided or developed prior to the date of this Bylaw,
  - (ii) for which all Off-Site Levy payments have been paid, and
  - (iii) for which services have been provided in accordance with a Development Agreement;
- (g) "Environmental Reserve" (ER) means land designated as Environmental Reserve by a subdivision authority or municipality in accordance with the Act;
- (h) "Light / Medium Industrial Development Area" means the area(s) as identified on Appendix "A" of the "Light / Medium Industrial Levies Report" (Schedule "D");
- (i) "Municipal Reserve" (MR) means the land designated as Municipal Reserve by a subdivision authority or municipality in accordance with the Act;
- (j) "Off-Site Levy" means the levy imposed pursuant to Section 5 of this Bylaw;
- (k) "Off-Site Infrastructure" means those components and projects referred to in the Southfort Levies Report, Westpark Levies Report and Light/Medium Industrial Levies Report, in relation to water facilities, sanitary sewer facilities, arterial roads, and storm water management facilities;
- (l) "Southfort Development Area" means the area(s) as identified on Figure 1.1 of the "Southfort Levies Report" (Schedule "B");
- (m) "Subdivision Authority" means the person(s) or body appointed by Council pursuant to Section 623(1) of the Act; and
- (n) "Westpark Development Area" means the area(s) as identified on Figure 1.1 of the "Westpark Levies Report" (Schedule "C").

## 2. PRINCIPLES

- (a) That a levy shall be imposed, which shall be known as an Off-Site Levy, upon all Developable Land within the Southfort Development Area, the Westpark Development Area and the Light/Medium Industrial Development Area, at the rates prescribed in this Bylaw;
- (b) That this Bylaw has been established to provide funds for the construction of the Off-Site Infrastructure required for growth;
- (c) That municipal infrastructure projects and associated costs have been determined through the preparation of the:
  - (i) Southfort Levies Report – Schedule “B” attached hereto and forming part of this Bylaw;
  - (ii) Westpark Levies Report – Schedule “C” attached hereto and forming part of this Bylaw; and
  - (iii) Light / Medium Industrial Levies Report – Schedule “D” attached hereto and forming part of this Bylaw.
- (d) That the following principles provide guidance for interpretation of this Bylaw and form the basis of the provisions:
  - (i) Collecting Off-Site Levies in the Southfort, Westpark and Light/Medium Industrial Development Areas will provide the capital that will fund the infrastructure required for growth. Those who benefit from the infrastructure, which is defined within the Southfort, Westpark, and Light/Medium Industrial Development Areas, should share proportionally on a per hectare basis, in its costs.
  - (ii) The Off-Site Levy rates may be subject to inflationary increases.
  - (iii) Infrastructure should be provided to maintain cost effective and orderly growth. Thus, non-contiguous development should be discouraged and Off-Site Levy projects should be constructed only when there is a demonstrated need for said infrastructure.
  - (iv) The calculation of the Off-Site Levy should be an open transparent process that is clear and understandable.
  - (v) The management of the Off-Site Levy account should be an audited process, with reports available to the public and industry.
  - (vi) Provisions of Off-Site Infrastructure by developers of Developable Land will not create an advantage or penalty due to the time or location of development.

- (vii) The Off-Site Levy will help allow the City to recover the cost of infrastructure required for growth:
  - a. Using financing strategies that remain sustainable;
  - b. Facilitating development by reducing risk on early developers and ensuring future developers share the costs of the facilities from which they benefit; and
- (viii) Promoting cost effective and orderly development;
- (ix) The Off-Site Levy will help promote orderly development by:
  - a. Providing Off-Site Infrastructure, once the appropriate planning is in place, and when warranted in development; and
  - b. Providing infrastructure for contiguous development;
- (x) The Off-Site Levy will help create transparent process by:
  - a. Providing opportunity for industry input into the levy, its definition and administration;
  - b. Conforming with the Act; and
  - c. Providing reports on levies;
- (xi) The Off-Site Levy will help create clear process for calculation of the rate, levies and credits by:
  - a. Creating consistent and predictable levies and credits;
  - b. Creating predictable and stable levies over time; and
  - c. Documenting a process for establishing the levy rate.

### 3. APPLICATION

- (a) That the Off-Site Levy, as set out in this Bylaw, is imposed and payable for all lands to be subdivided or developed within the Southfort, Westpark and Light/Medium Industrial Development Areas, excepting all lands designated as Municipal Reserve or Environmental Reserve.
- (b) That the Off-Site Levy is payable in relation to Off-Site Infrastructure set out in Schedules "B", "C" and "D", attached hereto and forming part of this Bylaw.
- (c) That the City shall require that all subdivision and development be carried out in accordance with the executed Development Agreement between the City and a developer(s).

- (d) That all Development Agreements, as per Section 3(3), shall ensure:
  - (i) that provision is made for the payment of the Off-Site Levy as specified in this Bylaw;
  - (ii) that no further Off-Site Levy be required to be paid under Development Agreements where the Off-Site Levy has been previously collected in full in respect to all lands which are the subject of subdivision or development application;
- (e) That subject to the other provisions of this Bylaw, the Off-Site Levy will be assessed on all Developable Land within the Southfort, Westpark, and Light/Medium Industrial Development Areas.
- (f) That notwithstanding the provisions of Section 3(e) above, an Off-Site Levy will be assessed on the greater of the following:
  - (i) the estimated surface area of a storm water management facility during a 1 in 100 year storm event, that is located within a portion of land that is designated Municipal Reserve; or
  - (ii) that area defined legally as a public utility lot.
- (g) That the City's Administration is authorized to enter into Development Agreements on behalf of the City, which agreements may, among other things implement the provisions of this Bylaw and ensure collection of the Off-Site Levy, provided that the terms of the Development Agreements shall comply with the requirements of this Bylaw.
- (h) That unless otherwise specified in a Development Agreement, an Off-Site Levy shall be calculated and become due and payable upon execution of the Development Agreement; if a Development Agreement does provide for deferred payment of any portion of the Off-Site Levy payable under the Development Agreement, the Development Agreement shall provide that:
  - (i) any portion of the Off-Site Levy deferred shall be protected through security, on terms outlined in the Development Agreement;
  - (ii) the deferred portion of the Off-Site Levy shall be subject to adjustment, such that the amount of the Off-Site Levy payable by the developer shall be the off-site levy prescribed by this Bylaw at the time of payment, not at the time of endorsement of the Development Agreement; and
  - (iii) the deferred portion of the Off-Site Levy shall be a maximum of FIFTY (50%) PERCENT of the Off-Site Levy payable, and the maximum period for deferral shall be one (1) year from the date of entry into the Development Agreement: or
  - (iv) any other form of payment deferral for the Light/Medium Industrial Development Area as approved by Council.



- (i) That Council may from time to time adopt policies or guidelines for the assistance and direction of the City's Administration in determining which development and subdivision applications are required for the Development Agreement.

#### 4. LEVY CALCULATION

- (a) That the Off-Site Levy shall be calculated using the rates set out in Schedule "A", and formalized through an executed Development Agreement, as follows:

Assessment formula:

Gross Area – (ER + MR) = Net Area X Levy Rate = Assessed Off-Site Levy

- (b) That prepayment of the Off-Site Levy shall not be permitted under any circumstances.
- (c) In order to implement the spirit and intent of the prohibition that there shall be no prepayment of an Off-Site Levy, the City Administration may:
  - (i) refuse endorsing a Development Agreement (or an addendum for a stage under a Development Agreement); or
  - (ii) require as a term of the Development Agreement (or an addendum for a stage under a Development Agreement) that the developer delay payment of all or part of the Off-Site Levy payable under the Development Agreement (or an addendum for a stage of a Development Agreement)

if it appears that the underground local improvements in relation to the Development Agreement (or a stage under that Development Agreement) will not be constructed to the point of issuance of the Construction Completion Certificate within 12 months of the entry into the Development Agreement (or the addendum for a stage of the Development Agreement). If the City requires the developer to delay payment of the Off-Site Levy payable under a Development Agreement (or an addendum), the City may prescribe the terms for the delayed payment, including provisions for security and adjustment.

#### 5. ACCOUNTING

All funds collected pursuant to this Bylaw shall be accounted for in a special fund and expended only as permitted under the provisions of the Act.

#### 6. REVIEW PROCESS

That this Bylaw shall be reviewed from time to time.

#### 7. SEVERABILITY

That if at any time any provision of this Bylaw is declared or held to be illegal, invalid, or *ultra vires*, in whole or in part, then that provision shall not apply and the remainder of this Bylaw shall continue in full force and effect and shall be constructed as it had been enacted without the illegal, invalid or *ultra vires* provision.

8. TRANSITIONAL PROVISION

That notwithstanding the provisions of this Bylaw, a Development Agreement approved by the City of Fort Saskatchewan prior to the passing of this Bylaw shall remain valid and in effect until such time that all provisions of the agreement have been met.

9. REPEAL

Upon third reading of Bylaw C14-17, Bylaw C1-14 and all amendments thereto are hereby repealed.

10. EFFECTIVE DATE

This Bylaw becomes effective upon third and final reading.

READ a first time this 27<sup>th</sup> day of June 2017.

READ a second time this day of 2017.

READ a third time and finally passed this day of 2017.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director, Legislative Services

Date Signed: \_\_\_\_\_

## SCHEDULE "A" TO BYLAW C14-17

### SOUTHFORT DEVELOPMENT AREA LEVY

Description	Current Off-Site Levy
Water	\$14,505.98/ha
Sanitary Sewer	\$ 7,239.91/ha
Transportation	\$57,896.96/ha
Stormwater	\$24,497.41/ha
<b>TOTAL</b>	<b>\$104,140.26/ha</b>

### WESTPARK DEVELOPMENT AREA LEVY

Description	Current Off-Site Levy Area #1	Current Off-Site Levy Area #2
Water	\$18,420.16/ha	\$18,420.16/ha
Sanitary Sewer	\$19,131.14/ha	\$19,131.14/ha
Transportation	\$25,389.02/ha	\$25,389.02/ha
Stormwater	\$13,781.61/ha	n/a
<b>TOTAL</b>	<b>\$76,721.93/ha</b>	<b>\$62,940.32/ha</b>

### LIGHT/MEDIUM INDUSTRIAL DEVELOPMENT AREA LEVY

Description	Current Off-Site Levy		
	Weighted Average	Low*	High*
Water	\$16,610.00/ha	\$11,494.00/ha	\$21,128.00/ha
Sanitary Sewer	\$30,630.00/ha	-	\$45,328.00/ha
Transportation	\$21,541.00/ha	\$21,541.00/ha	\$21,541.00/ha
Stormwater	\$ 3,958.00/ha	-	\$ 9,221.00/ha
<b>TOTAL</b>	<b>\$72,739.00/ha</b>	<b>\$36,650.00/ha</b>	<b>\$97,219.00/ha</b>

\*Rates listed are the Low and High in each category.

# Report



## C I T Y O F FORT SASKATCHEWAN

**City of Fort  
Saskatchewan**

**Southfort Levy Report**

**Schedule “B” to Bylaw C14-17**

**June 2017**

## Table of Contents

SECTION	PAGE NO.
Table of Contents	i
<b>Introduction</b>	<b>1-0</b>
1.1 GENERAL	1-0
1.2 LOCATION	1-0
1.3 DEVELOPMENT LEVIES	1-0
1.4 CRITERIA	1-1
1.5 FIGURE 1.1 – SOUTHFORT AREA BOUNDARY	1-3
<b>Waterworks System</b>	<b>2-0</b>
2.1 GENERAL	2-0
2.2 EXPANSION AND FINANCING OF WATERWORKS SYSTEM	2-0
2.3 EXISTING WATER LEVIES	2-0
2.4 WATER SYSTEM DEVELOPMENT LEVIES	2-0
2.5 TABLE 2.1 – WATER INFRASTRUCTURE COSTS	2-2
2.6 FIGURE 2.1 – WATERWORKS SYSTEM IMPROVEMENTS	2-3
<b>Sanitary Sewer System</b>	<b>3-0</b>
3.1 GENERAL	3-0
3.2 EXPANSION AND FINANCING OF SANITARY SEWER SYSTEMS	3-0
3.3 EXISTING SANITARY SEWER OFF-SITE LEVY	3-0
3.4 SANITARY SEWER SYSTEM DEVELOPMENT LEVIES	3-1
3.5 TABLE 3.1 – SANITARY INFRASTRUCTURE COSTS	3-2
3.6 FIGURE 3.1 – SANITARY SYSTEM IMPROVEMENTS	3-3
<b>Transportation System</b>	<b>4-0</b>
4.1 GENERAL	4-0
4.2 EXISTING ROADWAY LEVIES	4-0
4.3 ROADWAY DEVELOPMENT LEVIES	4-0
4.4 TABLE 4.1 – TRANSPORTATION INFRASTRUCTURE COSTS	4-1
4.5 FIGURE 4.1 – TRANSPORTATION IMPROVEMENTS	4-3

SECTION	PAGE NO.
<b>Stormwater Drainage System</b>	<b>5-0</b>
5.1 GENERAL	5-0
5.2 SOUTHFORT AREA STORMWATER MANAGEMENT PLAN	5-0
5.3 EXISTING STORMWATER LEVIES	5-0
5.4 STORMWATER DEVELOPMENT LEVIES	5-1
5.5 TABLE 5.1 – STORM MANAGEMENT INFRASTRUCTURE COSTS	5-2
5.6 FIGURE 5.1 – STORM SYSTEM IMPROVEMENTS	5-3
<b>Recommendations</b>	<b>6-0</b>
6.1 TABLE 6.1 – OFF-SITE LEVIES	6-1

# 1

## Introduction

### 1.1 GENERAL

The City of Fort Saskatchewan has identified the Southfort area as being a prime location for development and is currently seeing continued growth within the area. The Southfort Area Structure Plan (ASP) has been developed and updated, in order to assist the City in properly planning and staging this development. The ASP identifies future land uses as well as locations of major infrastructure, which will form the backbone of this community.

The growth and development of a community will generally create some impact on the municipal infrastructure systems. Minimally, development requires an extension of municipal services such as water, sewer, roadways, etc. More extensive and continued growth and development of a community will require the municipal infrastructure systems to be expanded to satisfactorily accommodate such growth.

It is the philosophy of the City of Fort Saskatchewan that development will be responsible for its own municipal infrastructure as well as for its proportionate share of the off-site infrastructure from which it will benefit. This is achieved through the assessment of Development Levies against the individual developers.

In January of 2003, the City of Fort Saskatchewan engaged Associated Engineering Alberta Ltd. to undertake the creation of a clear, concise and defensible model for establishing Development Levies for lands within the Southfort ASP boundaries. The report was updated in January 2017 by the City of Fort Saskatchewan.

### 1.2 LOCATION

The Southfort area is located on the southeast side of Highway 21, mainly in Sections 29-54-22, 19-54-22, and 20-54-22 and is bounded to the south and east by Strathcona County. It is comprised of existing commercial developments; the Fort Saskatchewan Correctional Facility and agricultural land. Figure 1.1 shows the Southfort area boundary.

### 1.3 DEVELOPMENT LEVIES

In the context of this report, Development Levies are defined as capital costs, assessed by the City of Fort Saskatchewan, against developing lands for their proportionate share of the costs of municipal infrastructure systems, constructed by the City or other developers, which benefit the development areas.



### 1.3.1 Off-Site Levies

Under authority of the Municipal Government Act, the City is permitted to impose Off-Site Levies against development to cover the costs of any or all of the following:

- a) New or expanded facilities for the storage, transmission, treatment or supplying of water.
- b) New or expanded facilities for the treatment, movement and disposal of sanitary sewage.
- c) New or expanded storm sewer drainage facilities.
- d) New or expanded roads required for or impacted by a subdivision or development.
- e) Lands required for or in connection with any facilities described in (a) to (d) above.

## 1.4 CRITERIA

In this study, lands dedicated as Municipal Reserve (MR) are excluded as a Development Levy contributing area. Traditionally, the City has required the Developer to develop the MR lands in accordance with the City's needs, as negotiated through the Development Agreement. Hence, Development Levies are not applied against such lands, thereby reducing the contributing lands area accordingly.

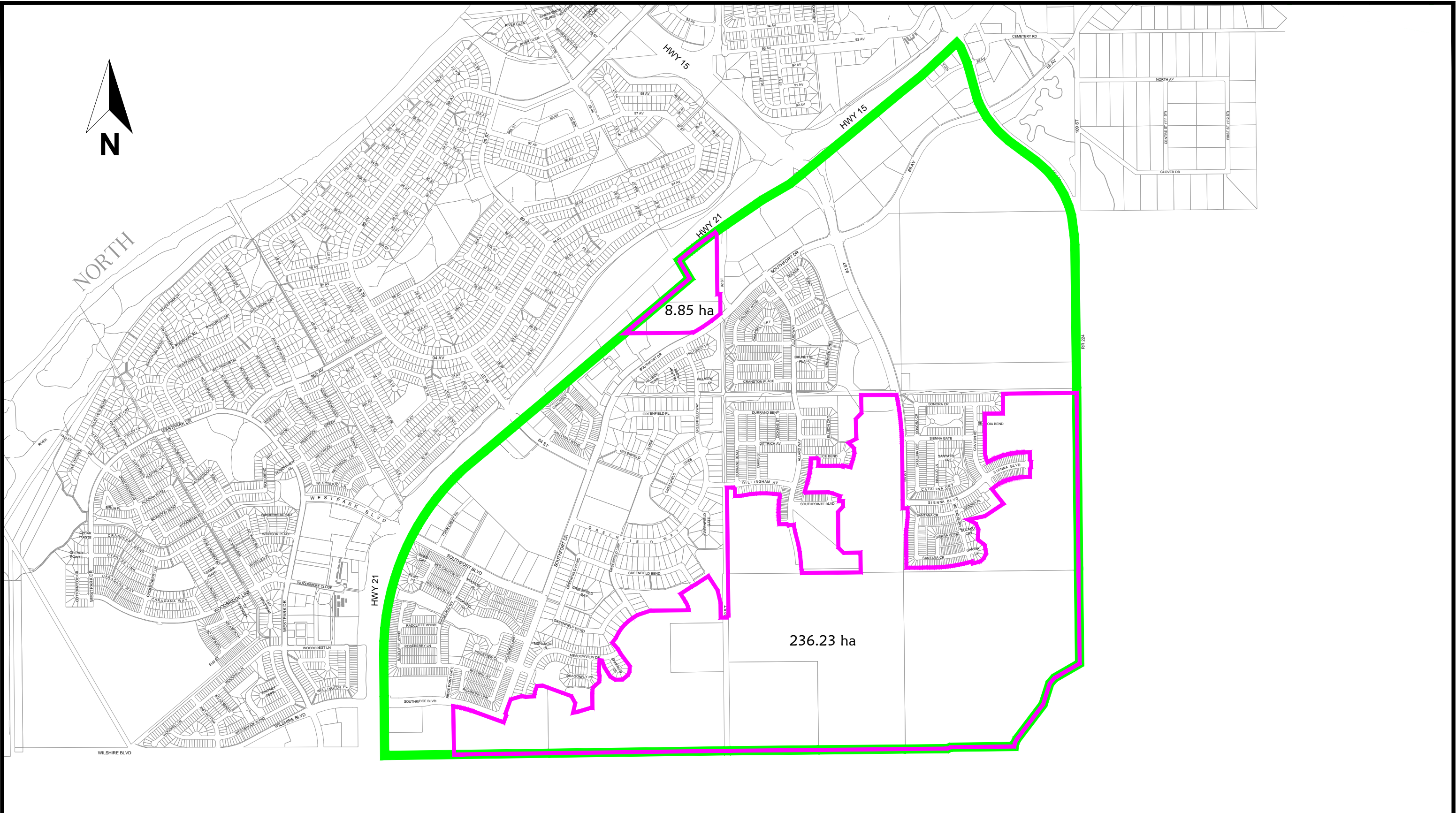
It was also necessary to establish some general assumptions as Development Levy calculation criteria:

- The City will continue to assume responsibility for the provision of those infrastructure systems and facilities which they deem to be a benefit to the City at large and/or a single development parcel.
- The Development Levies are generally based on constructing municipal improvements consistent with the requirements identified in the revised Southfort Area Structure Plan to serve the lands within the plan area.
- The storm drainage infrastructure is based on the Southfort Stormwater Management Plan, prepared for the City of Fort Saskatchewan by Associated Engineering in 2004.
- The Development Levy rates are expressed on a per hectare basis.
- Gross Area is defined as the total area of a parcel(s) of land irrespective of their potential for development or land use.
- Gross Developable Area is defined as the gross area less lands for Municipal Reserve. The Development Levy and charge rates contained in this document are based on Gross Developable Area.
- All costs are estimated in 2016 dollars. These cost estimates should be reviewed annually or no later than every three years, to reflect current year construction costs.
- An inflation factor has been applied to all estimates, to more accurately estimate the construction costs for the projected year of construction. For the January 2017 update, an inflation rate of 2.0% per annum was used.
- Where conditional grants have been secured by the City, towards a specific project, the project cost has been reduced by the amount of the grant.

- Unconditional grants, even though they may have been utilized by the City for financing a project, are not deducted from the final project costs, as it can be rationalized that such funding could have been used for other projects.

Assumptions and/or calculation criteria specific to each Development Levy are further highlighted, in more detail, within each respective section of this report.

It must be clarified what is intended, when it is stated that the City will continue to assume the responsibility for certain infrastructure systems and facilities. Historically the City has designed and constructed sanitary trunk sewer facilities, arterial roadways, water reservoirs, trunk watermains and stormwater management facilities, which serve more than a single development area. Although the City accepts this responsibility, each development agreement can define whether the City or the developer designs and constructs these major facilities. If the development agreement establishes that the developer will undertake this work, then presumably it will also establish the formula and schedule for recovery from other benefiting developments.




Southfort Area Boundary

Undeveloped Boundary (as of December 31, 2016)

Gross Area (Total) = 575.00 ha

Gross Area (Developed) = 329.92 ha

Gross Area (Undeveloped) = 245.08 ha



**Figure 1.1**  
**Southfort Area Boundary**

Southfort Development Levies		Dwg. No.
Revision: B	Date: January 25, 2017	1.1
NOT TO SCALE	Drawn: CL	

# 2

## Waterworks System

### 2.1 GENERAL

The City's water supply is treated water, purchased from the City of Edmonton (EPCOR) through the Capital Region Northeast Water Services Commission (CRNWSC). The treated water is distributed by the City, to its customers, through its waterworks system consisting of water storage reservoirs and pumping facilities, primary feeder mains and distribution mains.

### 2.2 EXPANSION AND FINANCING OF WATERWORKS SYSTEM

Traditionally, the City's philosophy regarding its waterworks system expansion has been that development is responsible, at their entire cost, for the construction of all new distribution mains up to a specified diameter. Primary feeder mains, treated water storage reservoirs and pumping facilities benefit the entire water distribution system and thus, the City has assumed responsibility for their construction. The costs of such facilities are then assessed proportionately against lands through a Water Off-Site Levy.

Capital improvements to the water supply system are the responsibility of the CRNWSC, of which the City of Fort Saskatchewan is a member. The costs of such improvements are assessed proportionately, against the City, through the Commission's water utility rate structure. Therefore, these costs are not included in the City's Water Off-Site Levy.

The Westpark Reservoir and Pumphouse are currently included as an off-site levy for the Westpark Development, proportionate to its projected usage. The remainder of the expenditure will be included in the Southfort Levy costs.

### 2.3 EXISTING WATER LEVIES

The existing completed waterworks projects can be found in Table 2.1. The table shows the levied costs for the infrastructure.

### 2.4 WATER SYSTEM DEVELOPMENT LEVIES

In conducting this study, it was necessary to make some basic assumptions, namely:

- Water supply for the City will continue to be from the City of Edmonton through the CRNWSC, who shall continue to be responsible for all capital improvements/expansions to the supply systems. Such costs are therefore not included in the calculation of the City's Water Off-Site Levy.
- The City will be responsible for the construction of the alternate reservoir supply line, off the CRNWSC transmission main. These expenditures will be included as off-site levies to the development of Southfort.

- Development will continue to be responsible, at its entire cost, for the construction of all distribution mains, up to and including 400 mm diameter in size, to serve the Southfort area.
- The City will continue to be responsible for the construction of all primary feeder mains, treated water storage reservoirs and pumping facilities. These expenditures will be included as off-site levies to the development of Southfort.
- Conditional grants, such as those secured through the Alberta Transportation and Utilities Municipal Water and Wastewater Partnership Program\*, will be applied to the specific projects, thereby reducing the overall project cost used in calculating the Water Off-site Levy Rate. Currently the level of funding available to the City through this program is approximately 30% of the eligible project costs.
- Unconditional grants, even if applied against waterworks system improvements, will not be considered when calculating the Water Off-Site Levy Rate.

\* *The AT&U Municipal Water and Wastewater Partnership Program grant funding formula is based on the population of the community. Under the formula, as the population of the community increases, the percentage of cost covered by the program decreases. Therefore, it is prudent to update project costs regularly, to ensure that the off-site levy rates are current and meet the financial requirements of the City.*

Figure 2.1 represents the Southfort area water system as envisioned in the Southfort ASP and City of Fort Saskatchewan Water Distribution System Master Plan. As per the assumptions previously outlined, the City assumes the responsibility for constructing all watermains greater than 400 mm in diameter. The cost of this construction will be included in the calculation for Water System Development Levies.

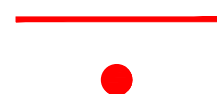
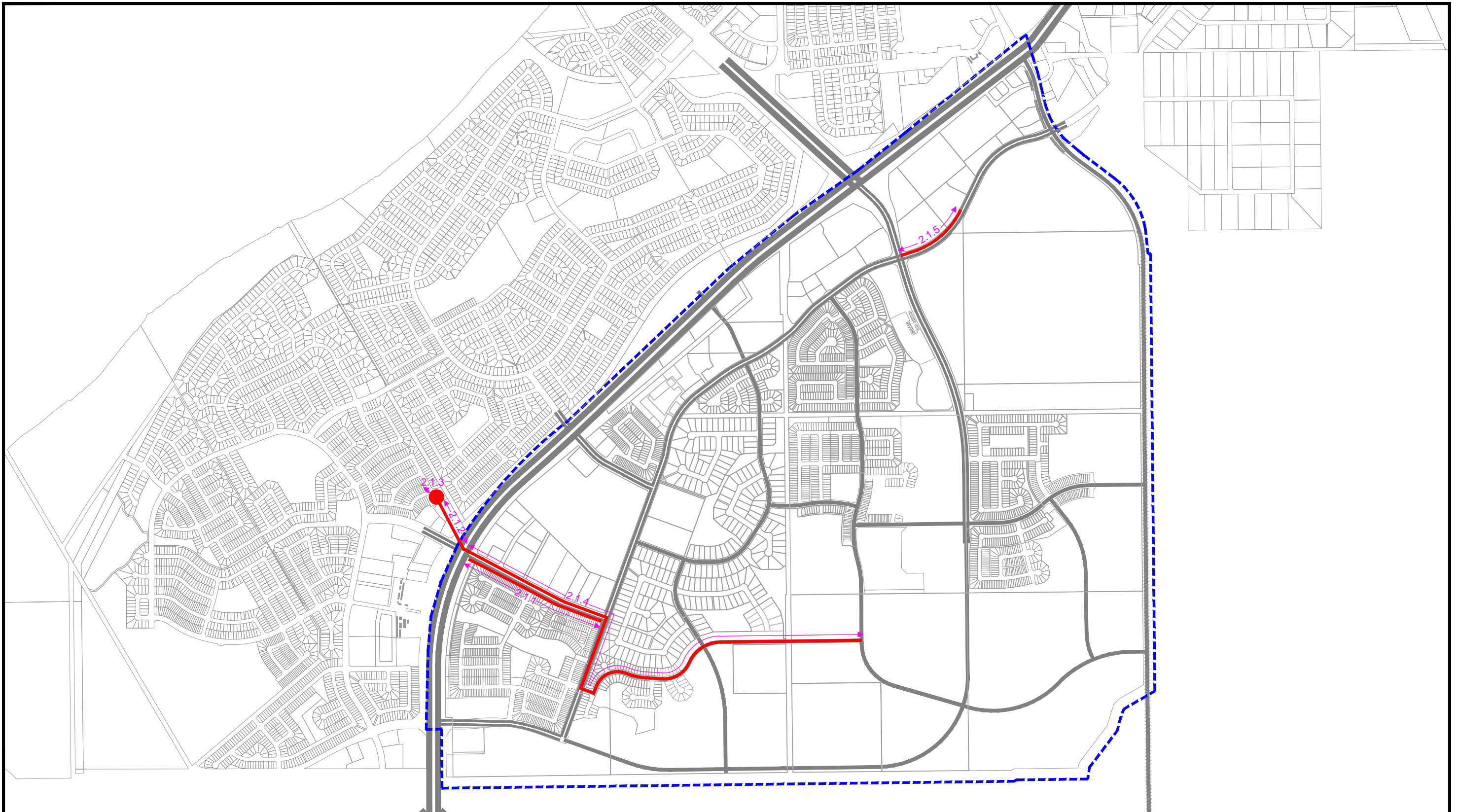
Table 2.1 outlines a cost estimate for each improvement based on 2016 dollars and future construction costs, with an inflation rate as indicated. Conditional grants, which had previously been secured for a specific project, have been incorporated to arrive at the estimated net cost to the City.

For future waterworks system improvements, it has been assumed that there will be no grant funding available for such projects. This assumption is based on the fact that the amount of grant funding available to a municipality will continue to be directly related to its population. The need for constructing the future reservoir storage capacities will, to a large degree, be directly related to increases in the population of the City. Such increased population, however, will decrease the amount of grant funding available.



## 2.5 TABLE 2.1 – WATER INFRASTRUCTURE COSTS

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Costs from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Water</b>						
2.1.1	450mm SOUTHFORT BOULEVARD WATER LINE (66.8% SHARE)	COMPLETE	\$815,723.15	\$0.00	\$0.00	\$815,723.15
2.1.2	WESTPARK RESERVOIR & 450mm WATERMAIN (66.8% SHARE)	COMPLETE	\$2,452,968.31	\$0.00	\$0.00	\$2,452,968.31
2.1.3	WESTPARK RESERVOIR EXPANSION (66.8% SHARE)	COMPLETE	\$216,809.08	\$2,847,502.84	\$0.00	\$3,064,311.92
2.1.4	300 mm WATER SUPPLY LINE (66.8% SHARE)	COMPLETE	\$1,031,385.92	\$43,598.44	\$0.00	\$1,074,984.36
2.1.5	300mm 86 AVENUE WATER CONNECTOR	COMPLETE	\$72,384.00	\$0.00	\$0.00	\$72,384.00
2.2	MODELLING	COMPLETE	\$15,000.00	\$0.00	\$0.00	\$15,000.00
			<b>\$4,604,270.46</b>	<b>\$2,891,101.28</b>	<b>\$0.00</b>	<b>\$7,495,371.74</b>



Watermain  
Westpark Reservoir



## Figure 2.1 Waterworks System Improvements

### Southfort Development Levies

Revision: B

Date: January 20, 2017

Dwg. No.

Scale: NTS

Drawn: CL

2.1



# 3

## Sanitary Sewer System

### 3.1 GENERAL

The sanitary sewage collection system in the Southfort area will be comprised of a series of lateral (local), collector and trunk sewers, intercepting wastewater from the various individual contributors and conveying this wastewater to an existing 750 mm diameter main in the northeast corner of the Area Structure Plan (ASP) boundary. The point of discharge for the City sanitary sewage is the Alberta Capital Region Wastewater Commission (ACRWC) Regional Trunk Sewer, which conveys the wastewater to the ACRWC Sewage Treatment Plant.

Capital improvements to the regional trunk line are the responsibility of the ACRWC of which the City of Fort Saskatchewan is a member. The costs of such capital improvements are assessed proportionately against the City through the Commission's sewage utility rate structure. Therefore, they are not included in the City's Sanitary Sewer Off-Site Levy calculations.

The Sanitary Servicing Plan, as identified in the Southfort ASP, indicates that the majority of the lands within the ASP boundary generally slope toward the northeast and that a gravity system will service most of the area. The extreme southeast catchment will require a Sanitary Lift Station, to pump the sewage into the proposed gravity system.

### 3.2 EXPANSION AND FINANCING OF SANITARY SEWER SYSTEMS

Traditionally, the City's philosophy regarding sanitary sewer systems has been that development shall be responsible for the entire cost of constructing laterals and collectors. The City assumes the responsibility for constructing all trunk mains 525 mm in diameter and larger. The cost of this construction will be included in the calculation for Sanitary Sewer System Development Levies.

### 3.3 EXISTING SANITARY SEWER OFF-SITE LEVY

The existing Ross Creek Sanitary Trunk Sewer was constructed in 1976/1977. The total project cost was established as \$2.83 million in 1977. The portion of the total project costs assigned to the Southfort area is 28%, based on total service area. The cost share was calculated on the basis of actual project costs plus actual debenture charges for the financing of the project.

The existing completed sanitary projects are found in Table 3.1. The table shows the levied cost for these infrastructures.

### 3.4 SANITARY SEWER SYSTEM DEVELOPMENT LEVIES

In conducting this study, it was necessary to make some basic assumptions:

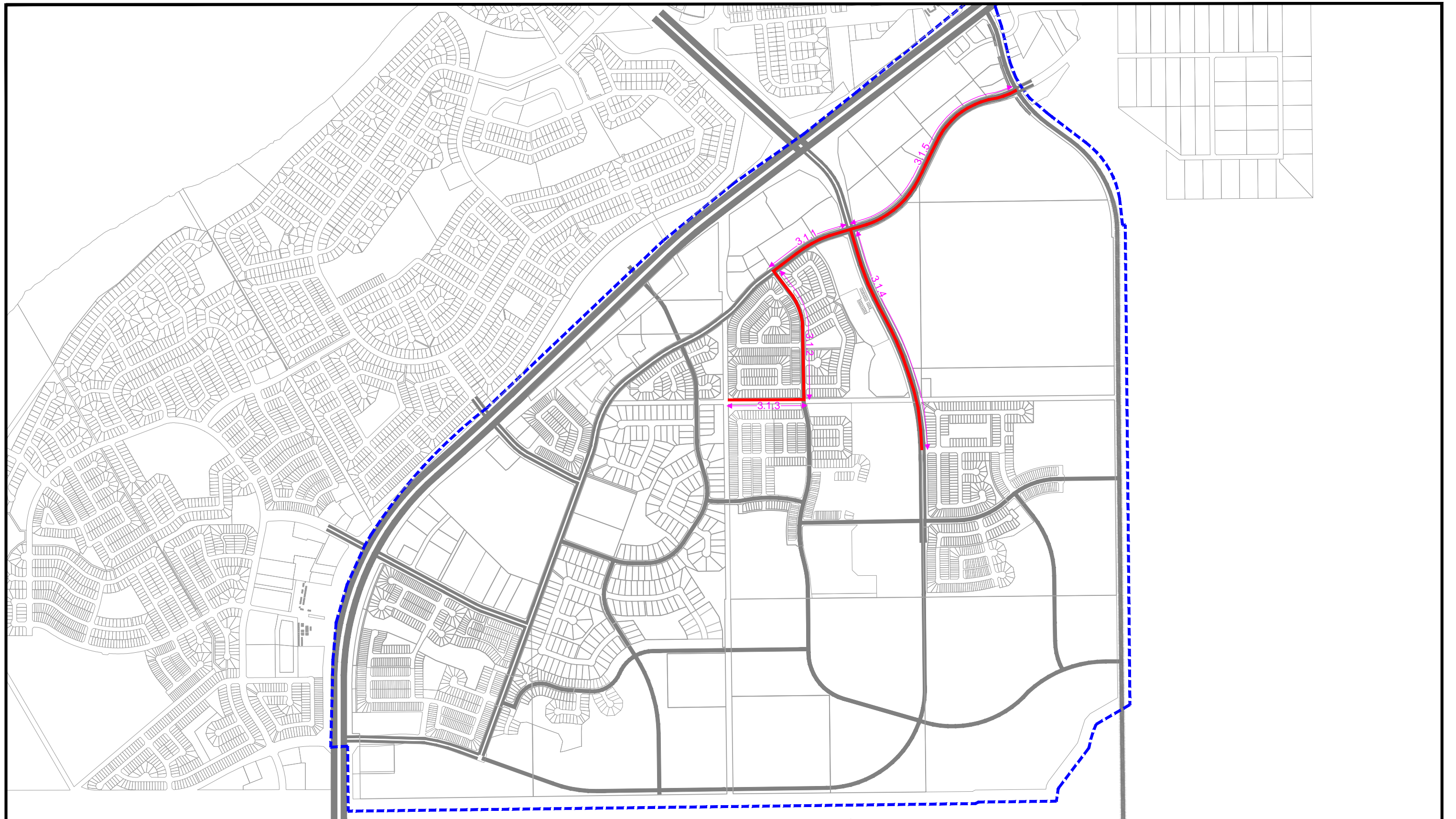
- The Developer will continue to be responsible for the construction of lateral and collector sanitary sewer systems.
- The City of Fort Saskatchewan will continue to be a member of the ACRWC. Any expansion or improvement costs, related to the Commission System, will be assessed against the City by the Commission, through its sewer utility rate structure. Therefore, costs related to the Commission System have not been included in the City's Sanitary Sewer Off-Site Levy calculations.
- Sanitary Sewers 525 mm diameter and larger are considered to be Trunk Sanitary Sewers.
- No grant funding will be available towards the construction of trunk sewer systems.
- The cost of all leviable projects will be applied against all lands within the ASP boundary.

Figure 3.1 shows the sanitary servicing plan, as developed in the Southfort ASP.

Table 3.1 outlines a cost estimate for each improvement based on 2016 dollars and future construction costs, with an inflation rate as indicated.

3.5 TABLE 3.1 – SANITARY INFRASTRUCTURE COSTS

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Costs from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Sanitary</b>						
3.1.1	675mm SOUTHFORT DRIVE SANITARY TRUNK	COMPLETE	\$233,840.00	\$0.00	\$0.00	\$233,840.00
3.1.2	675mm ALLARD WAY SANITARY TRUNK	COMPLETE	\$360,240.00	\$0.00	\$0.00	\$360,240.00
3.1.3	525mm 92 ST. GREENWAY SANITARY TRUNK	COMPLETE	\$284,400.00	\$0.00	\$0.00	\$284,400.00
3.1.4	525mm 94 STREET DEEP SANITARY	2020	\$1,448,969.44	\$0.00	\$430,362.29	\$1,879,331.73
3.1.5	750mm 86 AVE SANITARY TRUNK	COMPLETE	\$850,000.00	\$0.00	\$0.00	\$850,000.00
3.1.6	EXISTING 86 AVE TRUNK DEBENTURE	COMPLETE	\$118,114.00	\$0.00	\$0.00	\$118,114.00
3.1.7	SANITARY MODEL	COMPLETE	\$15,000.00	\$0.00	\$0.00	\$15,000.00
			<b>\$3,310,563.44</b>	<b>\$0.00</b>	<b>\$430,362.29</b>	<b>\$3,740,925.73</b>



Sanitary Line



Figure 3.1  
Sanitary System Improvements  
Southfort Development Levies

Revision: A

Date: December 2016

Dwg. No.

Scale: NTS

Drawn: MK/SK

3.1

# 4

## Transportation System

### 4.1 GENERAL

The City of Fort Saskatchewan maintains a roadway classification system generally consistent with the definitions for arterial, collector and local roads contained in the “Geometric Design Standards for Canadian Roads and Streets,” a manual published by the Transportation Association of Canada.

In the hierarchy of roadway classifications, the principle function of arterial roads is to provide for the efficient movement of people, goods and services between the primary traffic generation areas of a community. Typically, arterial roadways are designed as relatively free-flowing facilities, intersected by other arterial or major collector type roadways but provide no direct access to individual properties. Arterial roadways are generally considered to be a greater benefit to the City at large rather than directly to individual developers. However, this does not negate developers’ responsibility to contribute their proportionate share towards the cost of these arterials, since to a large degree development generates the need for these arterial roadways.

An updated Transportation Study for the Southfort Area Structure Plan was completed in September 2015.

### 4.2 EXISTING ROADWAY LEVIES

The existing transportation projects completed are found in Table 4.1. The table shows the levied cost for these infrastructures.

### 4.3 ROADWAY DEVELOPMENT LEVIES

In conducting this study, it was necessary to make certain assumptions:

- Arterial roadways included in the Transportation Off-Site Levy calculations are those highlighted in Figure 4.1.
- Arterial roadways will typically be constructed to an ultimate 4-lane, divided, paved urban structure and are the standards upon which the cost estimates are based.
- Arterial roadways will typically be constructed in two stages with the first or initial stage being a two-laned urban roadway complete with street lighting and the ultimate stormwater drainage system. The second stage is all works remaining to complete the arterial roadway. Additional improvements may be required depending on pace of growth and need.
- A blanket assessment levy for roads is recommended against all development irrespective of land use.
- Right-of-ways to facilitate construction of arterial roadways will be acquired through the subdivision development process.

Table 4.1 outlines the cost estimates for the Transportation Off-Site Levy rate.

#### 4.4 TABLE 4.1 – TRANSPORTATION INFRASTRUCTURE COSTS

(continued on following page)

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Costs from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Transportation</b>						
4.1.1	WIDENING SOUTHFORT DRIVE & 94TH STREET - PHASE 1 INCLUDING INTERSECTION D SIGNALIZATION	COMPLETE	\$5,690,445.78	\$10,129.30	\$0.00	\$5,700,575.08
4.1.2	WIDENING SOUTHFORT DRIVE / 86TH AVENUE - PHASE 1 INCLUDING INTERSECTION E	COMPLETE	\$2,306,934.01	\$2,231,738.92	\$0.00	\$4,538,672.93
4.1.3	WIDENING SOUTHFORT DRIVE FROM ALLARD WAY TO SOUTH GREENFIELD WAY & 84TH STREET FROM SOUTHFORT DRIVE TO GALLOWAY WYND INCLUDING INTERSECTION F & I SIGNALIZATION	2017	\$0.00	\$0.00	\$4,250,000.00	\$4,250,000.00
4.1.4	WIDENING SOUTHFORT DRIVE FROM SOUTH GREENFIELD WAY TO SOUTHFORT BOULEVARD	2020	\$0.00	\$0.00	\$1,000,000.00	\$1,000,000.00
4.1.5	WIDENING SOUTHFORT DRIVE FROM SOUTHFORT BOULEVARD TO SOUTHRIDGE BOULEVARD	2023	\$0.00	\$0.00	\$2,200,000.00	\$2,200,000.00
4.1.6	WIDENING 94TH STREET FROM HOSPITAL TO SIENNA BOULEVARD	2020	\$0.00	\$0.00	\$2,850,000.00	\$2,850,000.00
4.1.7	WIDENING 84TH STREET FROM HWY 21 to GALLOWAY WYND INCLUDING INTERSECTION G	COMPLETE	\$1,394,397.11	\$0.00	\$0.00	\$1,394,397.11
4.1.8	WIDENING SOUTHFORT BOULEVARD FROM HWY 21 TO SOUTHFORT DRIVE	2021	\$0.00	\$0.00	\$2,500,000.00	\$2,500,000.00
4.1.9	SOUTHRIDGE BOULEVARD INCLUDING INTERSECTION L	2017	\$404,093.54	\$1,871,812.44	\$231,964.60	\$2,507,870.58
4.1.10	SIENNA BOULEVARD WIDENING	COMPLETE	\$0.00	\$264,239.66	\$0.00	\$264,239.66
4A	88TH AVENUE AND 101 STREET INTERSECTION A SIGNALIZATION	2030	\$0.00	\$0.00	\$388,081.99	\$388,081.99
4B	86TH AVENUE AND 101 STREET INTERSECTION B SIGNALIZATION	COMPLETE	\$200,000.00	\$0.00	\$0.00	\$200,000.00
4C	94TH STREET & CORNERSTONE/SOUTHPOINTE COMMERCIAL INTERSECTION SIGNALIZATION	2017	\$0.00	\$0.00	\$300,000.00	\$300,000.00
4H	GALLOWAY WYND AND 84TH STREET INTERSECTION K SIGNALIZATION	2019	\$0.00	\$0.00	\$312,120.00	\$312,120.00
4K	SOUTHFORT DR AND SOUTHFORT BLVD INTERSECTION SIGNALIZATION	2020	\$0.00	\$0.00	\$318,362.40	\$318,362.40
4M	RIDGEPOINT GATE AND SOUTHRIDGE BLVD INTERSECTION SIGNALIZATION	2027	\$0.00	\$0.00	\$365,698.33	\$365,698.33

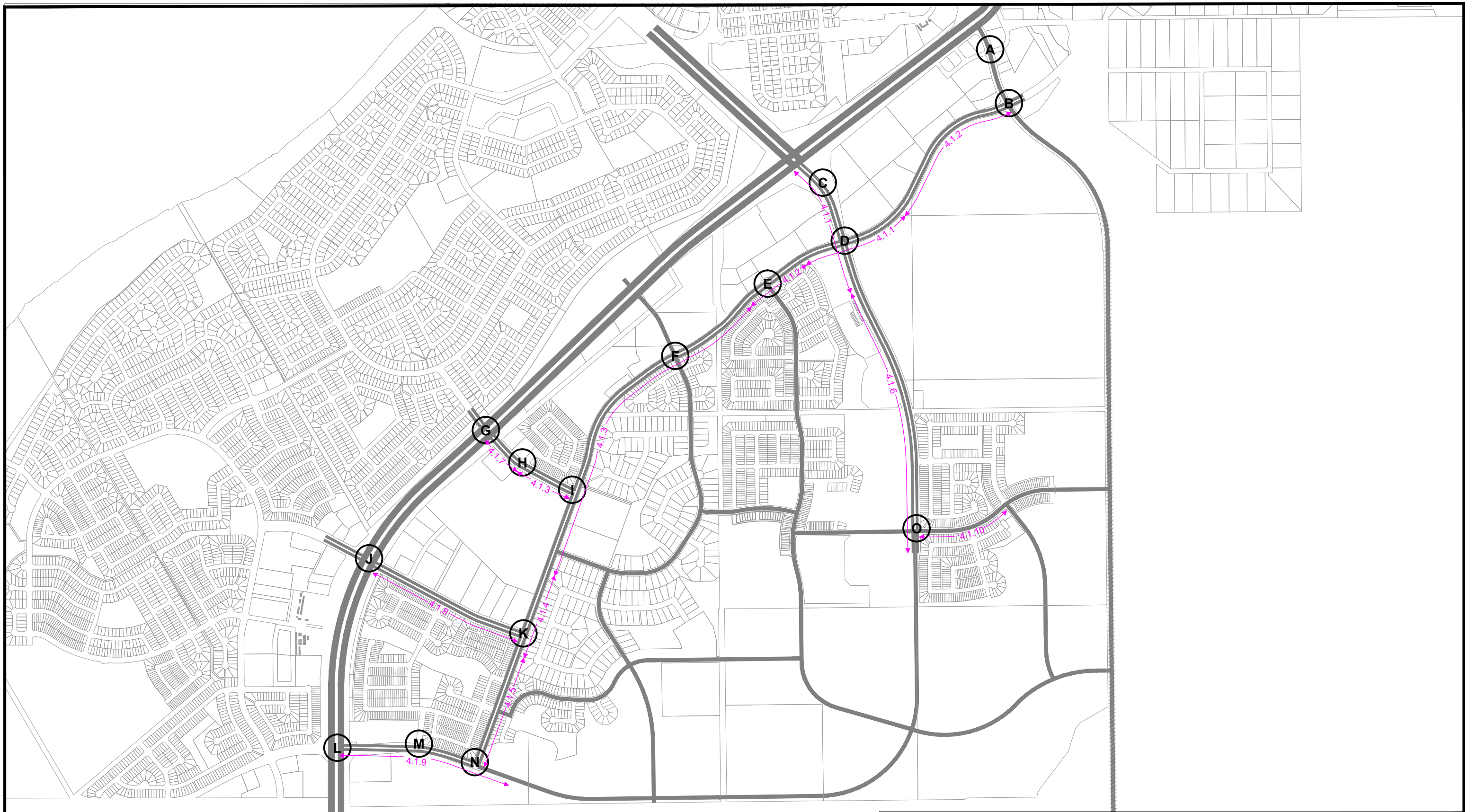


**TABLE 4.1 – TRANSPORTATION INFRASTRUCTURE COSTS**

(continued from previous page)

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Costs from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Transportation</b>						
4N	SOUTHFORT DR AND SOUTHRIDGE BLVD INTERSECTION SIGNALIZATION	2023	\$0.00	\$0.00	\$337,848.73	\$337,848.73
4O	SIENNA BLVD AND 94TH ST INTERSECTION SIGNALIZATION	2020	\$0.00	\$0.00	\$318,362.40	\$318,362.40
4.2	TRANSPORTATION MODELLING	COMPLETE	\$30,000.00	\$0.00	\$0.00	\$30,000.00
4.3	TRANSPORTATION MASTER PLAN	COMPLETE	\$34,650.00	\$0.00	\$0.00	\$34,650.00
4.4	AREA STRUCTURE PLAN	COMPLETE	\$35,000.00	\$0.00	\$0.00	\$35,000.00
4.5	AREA STRUCTURE PLAN UPDATE	2027	\$0.00	\$0.00	\$70,000.00	\$70,000.00
			<b>\$10,095,520.44</b>	<b>\$4,377,920.32</b>	<b>\$15,442,438.45</b>	<b>\$29,915,879.21</b>





Arterial Roadway



Intersection Improvement



## Figure 4.1 Transportation Improvements

### Southfort Development Levies

Revision: B

Date: January 17, 2017

Dwg. No.

Scale: NTS

Drawn: CL

4.1

# 5

## Stormwater Drainage System

### 5.1 GENERAL

Management of stormwater is an important component in the development of a community. It must be handled effectively, to preserve and promote the general health, welfare, security and economic well-being of the public. Traditionally, in urban centres, stormwater is handled in keeping with the minor/major drainage concept wherein:

- Minor systems are designed and implemented to accommodate drainage to avoid property damage and flooding and to minimize inconvenience to the public from 1 in 5 year rainfall events.
- Major systems are designed and implemented for flood control to avoid loss of life, injuries and significant damage to property, from events greater than 1 in 5 year return, producing unusual, high intensity rainfall and/or large volume runoff.

Minor systems are typically comprised of underground piping, manholes, catch basins and outfall structures but can also be designed as a rural-type drainage system consisting of ditches and culverts.

Major systems can be large diameter underground piping, open channels, stormwater detention/retention ponds, natural streams or any combination thereof, capable of conveying runoff from events up to and including a 1 in 100 year return period, to the ultimate receiving stream or water body.

### 5.2 SOUTHFORT AREA STORMWATER MANAGEMENT PLAN

The Southfort Area Structure Plan (ASP) identified several stormwater ponds and trunk sewers within the ASP boundary. Much of the area north of 94th Street forms part of a separate basin with a portion (Penitentiary Lands) being outside of the Gross Developable Area as identified in this study.

There are two separate outfalls which ultimately discharge to Ross Creek.

A Southfort Stormwater Management Plan (SWMP) was undertaken by Associated Engineering in 2004/2005. The development of this SWMP involved input from the engineering consultants for the major developers in the area, in addition to the City Public Works department. Option 4 of this SWMP has been recommended. Development Levies related to the major infrastructure presented in Option 4 have been incorporated into this document.

### 5.3 EXISTING STORMWATER LEVIES

The existing stormwater projects completed are found in Table 5.1. The table shows the levied cost for this infrastructure.

#### 5.4 STORMWATER DEVELOPMENT LEVIES

In conducting this study, it was necessary to make certain assumptions:

- The Developer will continue to be responsible for the construction of catch basins and storm sewers up to and including 1200 mm diameter in size.
- Storm sewers greater than 1200 mm diameter in size are considered to be trunk sewers. The costs of these sewers will be included in the Stormwater Development Levies.
- There is no grant funding available towards the construction of trunk sewer systems.
- All stormwater management ponds will be the responsibility of the developer, with the exception of Wetland E. Each stormwater management basin area is considered to be responsible for the stormwater management pond serving that basin area.
- Drainage parkways I and II, Wetland E, the Outfall Ditch and Overflow to Ross Creek, the Yorkville Ditch upgrade, the 2005 Southfort Stormwater Management Plan and the Ross Creek Floodplain study are all considered to be cost recoverable against the entire Southfort Development Area.
- Note: If storm sewers larger than 1200 mm diameter are constructed in lieu of parkways, these costs will be assessed against the entire Southfort Development Area.

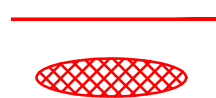
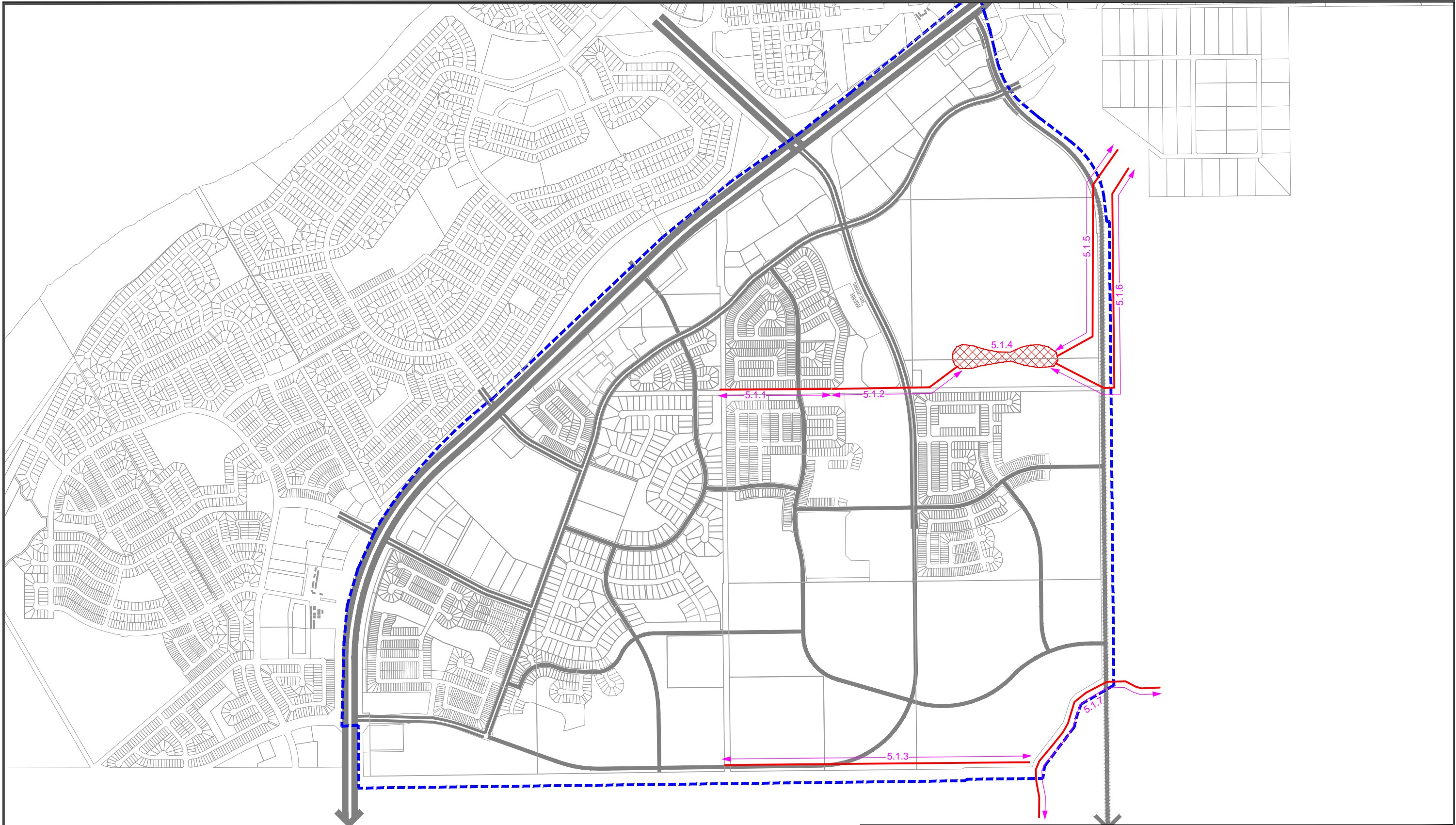
Figure 5.1 shows the stormwater infrastructure projects included in the Southfort Off-site Levy.

Table 5.1 outlines a cost estimate for each improvement based on 2016 dollars and future construction costs, with an inflation rate as indicated.

### 5.5 TABLE 5.1 – STORM MANAGEMENT INFRASTRUCTURE COSTS

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Costs from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Storm</b>						
5.1.1	DRAINAGE PARKWAY 2 - POND 9 TO POND 11	COMPLETE	\$395,231.83	\$0.00	\$0.00	\$395,231.83
5.1.2	DRAINAGE PARKWAY 2 - POND 11 TO WETLAND E	COMPLETE	\$196,203.43	\$0.00	\$0.00	\$196,203.43
5.1.3	DRAINAGE PARKWAY 1	2030	\$0.00	\$0.00	\$2,588,180.88	\$2,588,180.88
5.1.4	WETLAND E	2027	\$2,581,457.48	\$0.00	\$1,208,267.27	\$3,789,724.75
5.1.5	OUTFALL FROM WETLAND E TO ROSS CREEK	COMPLETE	\$1,724,660.73	\$436,616.45	\$0.00	\$2,161,277.18
5.1.6	OVERFLOW FROM WETLAND E TO ROSS CREEK	2027	\$0.00	\$0.00	\$1,206,062.84	\$1,206,062.84
5.1.7	YORKVILLE DITCH UPGRADE	2030	\$0.00	\$0.00	\$2,193,603.71	\$2,193,603.71
5.1.8	ROSS CREEK FLOODPLAIN STUDY	COMPLETE	\$57,750.00	\$0.00	\$0.00	\$57,750.00
5.1.9	STORM MANAGEMENT PLAN	COMPLETE	\$70,000.00	\$0.00	\$0.00	\$70,000.00
			<b>\$5,025,303.47</b>	<b>\$436,616.45</b>	<b>\$7,196,114.70</b>	<b>\$12,658,034.62</b>





Drainage Parkway or Ditch

Wetland



## Figure 5.1 Storm System Improvements

### Southfort Development Levies

Revision: A

Date: December 2016

Dwg. No.

Scale: NTS

Drawn: SK

5.1

# 6

## Recommendations

Based on the findings of this study, it is recommended that:

- The City of Fort Saskatchewan continues to assume responsibility for the construction of the municipal infrastructure systems which they deem to be of benefit to the City at large.
- The City maintains its current philosophy that development will be responsible for its proportionate share of the cost of municipal infrastructure systems expansion through the assessment of development levies against all benefiting lands.
- The City maintain its existing philosophy regarding storm water drainage systems, wherein the development industry is required to manage stormwater in accordance with the Alberta Environmental Protection guidelines respecting stormwater release rates and the City of Fort Saskatchewan Municipal Engineering Standards requirements.
- The City periodically reviews the Development Levies to ensure that the rates are consistent with the overall City funding requirements.
- The Off-Site Levies be established at:
  - Water Levy                      \$ 14,505.98 / ha
  - Sanitary Sewer Levy        \$ 7,239.91 / ha
  - Transportation Levy        \$ 57,896.96 / ha
  - Stormwater Levy            \$ 24,497.41 / ha

The combined Southfort Levy will be \$ 104,140.26 / ha.

Table 6.1 is a summary of the combined Southfort Levy in 2016 dollars.

## 6.1 TABLE 6.1 – OFF-SITE LEVIES

Summary			
Development Area	Hectares		
TOTAL AREA	575		
UNDEVELOPED AREA (DEC 31/16)	245.080		
10% MUNICIPAL RESERVE	24.508		
LEVIABLE AREA	220.572		
Levy Cost Breakdown			
Item	Total Cost	% of Levy Cost	
WATER	\$7,495,371.74	13.93%	\$14,505.98
SANITARY	\$3,740,925.73	6.95%	\$7,239.91
TRANSPORTATION	\$29,915,879.21	55.60%	\$57,896.96
STORM	\$12,658,034.62	23.52%	\$24,497.41
TOTAL	\$53,810,211.30	100.00%	\$104,140.26
Collected			
LEVY FUNDS (DEC 31/16)	\$30,022,038.18		
TOTAL INTEREST (DEC 31/16)	\$817,746.73		
TOTAL	\$30,839,784.91		
Total Levy Funds Required			
TOTAL LEVY FUNDS REQUIRED	\$22,970,426.39		
Current Levy Rate per Hectare			
CURRENT LEVY RATE PER HECTARE	\$104,140.26		



# Report



## C I T Y O F FORT SASKATCHEWAN

**City of Fort  
Saskatchewan**

**Westpark Levy Report**

**Schedule "C" to Bylaw C14-17**

**June 2017**

## Table of Contents

SECTION	PAGE NO.
<b>Table of Contents</b>	<b>i</b>
<b>Introduction</b>	<b>1-1</b>
1.1 GENERAL	1-1
1.2 LOCATION	1-1
1.3 DEVELOPMENT LEVIES	1-1
1.4 CRITERIA	1-2
1.5 FIGURE 1.1 – WESTPARK AREA BOUNDARY	1-4
<b>Waterworks System</b>	<b>2-1</b>
2.1 GENERAL	2-1
2.2 EXPANSION AND FINANCING OF WATERWORKS SYSTEM	2-1
2.3 EXISTING WATER LEVIES	2-1
2.4 WATER SYSTEM DEVELOPMENT LEVIES	2-1
2.5 TABLE 2.1 – WATER INFRASTRUCTURE COSTS	2-3
2.6 FIGURE 2.1 – WATERWORKS SYSTEM IMPROVEMENTS	2-4
<b>Sanitary Sewer System</b>	<b>3-1</b>
3.1 GENERAL	3-1
3.2 EXPANSION AND FINANCING OF SANITARY SEWER SYSTEMS	3-1
3.3 EXISTING SANITARY SEWER LEVIES	3-1
3.4 SANITARY SEWER SYSTEM DEVELOPMENT LEVIES	3-1
3.5 TABLE 3.1 – SANITARY SEWER INFRASTRUCTURE	3-3
3.6 FIGURE 3.1 – SANITARY SYSTEM IMPROVEMENTS	3-4
<b>Transportation System</b>	<b>4-1</b>
4.1 GENERAL	4-1
4.2 EXISTING TRANSPORTATION LEVIES	4-1
4.3 TRANSPORTATION DEVELOPMENT LEVIES	4-1
4.4 TABLE 4.1 – TRANSPORTATION INFRASTRUCTURE COSTS	4-2
4.5 FIGURE 4.1 – TRANSPORTATION IMPROVEMENTS	4-3

SECTION	PAGE NO.
<b>Stormwater Drainage System</b>	<b>5-1</b>
5.1 GENERAL	5-1
5.2 WESTPARK AREA STORMWATER MANAGEMENT PLAN	5-1
5.3 EXISTING STORMWATER LEVIES	5-1
5.4 STORMWATER DEVELOPMENT LEVIES	5-2
5.5 TABLE 5.1 – STORM MANAGEMENT INFRASTRUCTURE COSTS	5-3
5.6 FIGURE 5.1 – STORM SYSTEM IMPROVEMENTS	5-4
<b>Other Leviable Charges</b>	<b>6-1</b>
6.1 GENERAL	6-1
6.2 TABLE 6.1 – OTHER COMBINED PAYMENTS FOR LEVIABLE PROJECTS PREVIOUSLY LISTED (WATER, SEWER, ROADS, STORM)	6-1
<b>Recommendations</b>	<b>7-1</b>
7.1 TABLE 7.1 – OFF-SITE LEVIES	7-2

# 1

## Introduction

### 1.1 GENERAL

The Westpark area has been in development since the mid 1980's. It is approximately 85% developed with all of its major capital projects constructed.

The City of Fort Saskatchewan has identified the Westpark area as being a prime location for development and is currently seeing growth into the area. The Westpark Area Structure Plan (ASP) was developed to assist the City in properly planning and staging this development. The ASP identifies future land uses as well as major infrastructure which will form the backbone of this new community.

The growth and development of a community will generally create some impact on the municipal infrastructure systems. Minimally, development requires an extension of municipal services such as water, sewer, roadways, etc.; more extensive and continued growth and development of a community will require the municipal infrastructure systems to be expanded to satisfactorily accommodate such growth.

It is the philosophy of the City of Fort Saskatchewan that development will be responsible for its own municipal infrastructure as well as for its proportionate share of the off-site infrastructure from which it will benefit. This is achieved through the assessment of Development Levies against the individual developers.

### 1.2 LOCATION

The Westpark area is located on the northwest side of Highway 21, mainly in River Lot 19 and River Lot 21, and is bounded to the south by Strathcona County and to the west by the North Saskatchewan River. It is comprised of existing commercial developments, existing residential developments, agricultural land, and recreation reserve lands. Figure 1.1 shows the Westpark area boundary.

### 1.3 DEVELOPMENT LEVIES

In the context of this report, Development Levies are defined as those capital costs assessed by the City of Fort Saskatchewan against developing lands for their proportionate share of the costs of municipal infrastructure systems constructed by the City or other developers which benefit the development areas.

#### 1.3.1 Off-Site Levies

Under authority of the Municipal Government Act, the City is permitted to impose Off-Site Levies against development to cover the costs of any or all of the following:

- a) New or expanded facilities for the storage, transmission, treatment or supplying of water.
- b) New or expanded facilities for the treatment, movement and disposal of sanitary sewage.
- c) New or expanded storm sewer drainage facilities.

- d) New or expanded roads required for or impacted by a subdivision or development.
- e) Lands required for or in connection with any facilities described in (a) to (d) above.

## 1.4 CRITERIA

In this study, lands dedicated as Municipal Reserve (MR) are excluded as a Development Levy contributing area. Traditionally, the City has required the developer to develop the MR lands in accordance with the City's needs, as negotiated through the Development Agreement. Hence, Development Levies are not applied against such lands, thereby reducing the contributing lands area accordingly.

It was also necessary to establish some general assumptions as Development Levy calculation criteria:

- The City will continue to assume responsibility for the provision of those infrastructure systems and facilities which they deem to be a benefit to the City at large and/or a single development parcel.
- The Development Levies are generally based on constructing municipal improvements consistent with the requirements identified in the Westpark Area Structure Plan to serve the lands within the plan area.
- The storm drainage infrastructure is based on the Westpark Stormwater Management Plan prepared for the City of Fort Saskatchewan by Stanley Consulting in 1997 and updated by Focus Intech in 2002.
- The Development Levy rates are expressed on a per hectare basis.
- Gross Area is defined as the total area of a parcel(s) of land irrespective of their potential for development or land use.
- Gross Developable Area is defined as the gross area less lands for Environmental and Municipal Reserve. The development levy rates contained in this document are based on Gross Developable Area.
- All costs are estimated in 2016 dollars. These cost estimates should be reviewed annually or no later than every three years, to reflect current year construction costs.
- An inflation factor has been applied to all estimates to more accurately estimate the construction costs for the projected year of construction.
- Where conditional grants have been secured by the City towards a specific project, the project cost has been reduced by the amount of the grant.
- Unconditional grants, even though they may have been utilized by the City for financing a project, are not deducted from the final project costs, as it can be rationalized that such funding could have been used for other projects.

Assumptions and/or calculation criteria specific to each Development Levy are further highlighted in more detail within each respective section of this report.

It must be clarified what is intended, when it is stated that the City will continue to assume the responsibility for certain infrastructure systems and facilities. Historically the City has designed and constructed sanitary trunk sewer facilities, arterial roadways, water reservoirs, trunk watermain and stormwater management

---

facilities, which serve more than a single development area. Although the City accepts this responsibility, each development agreement can define whether the City or the developer designs and constructs these major facilities. If the development agreement establishes that the developer will undertake this work, then presumably it will also establish the formula and schedule for recovery from other benefiting developments.



NORTH

AREA 1  
24.521 ha

AREA 2  
25.445 ha



Westpark Area Boundary



Undeveloped Boundary (as of December 31, 2016)

Gross Area (Total) = 287.172 ha

Gross Area (Developed) = 237.206 ha

Gross Area (Undeveloped) = 49.966 ha



Figure 1.1  
Westpark Area Boundary

Westpark Development Levies

Revision: B

Date: April 24, 2017

NOT TO SCALE

Drawn: CL

Dwg. No.

1.1



# 2

## Waterworks System

### 2.1 GENERAL

The City's water supply is treated water purchased from the City of Edmonton (EPCOR) through the Capital Region Northeast Water Services Commission (CRNWSC). The treated water is then distributed by the City to its customers through its waterworks system consisting of water storage reservoirs and pumping facilities, primary feeder mains and distribution mains.

### 2.2 EXPANSION AND FINANCING OF WATERWORKS SYSTEM

Traditionally, the City's philosophy regarding its waterworks system expansion has been that development is responsible, at their entire cost, for the construction of all new distribution mains up to a specified diameter. Primary feeder mains, treated water storage reservoirs and pumping facilities benefit the entire water distribution system and thus, the City has assumed responsibility for their construction. The cost of such facilities is then assessed proportionately against lands through a Water Off-Site Levy.

Capital improvements to the water supply system are the responsibility of the Capital Region Northeast Water Services Commission of which the City of Fort Saskatchewan is a member. The costs of such improvements are assessed proportionately against the City through the Commission's water utility rate structure and therefore these costs are not included in the City's Water Off-Site Levy.

The Westpark Reservoir and Pumphouse are currently included as an off-site levy for the Westpark Development, proportionate to its projected usage. The remainder of the expenditure will be included in the Southfort Levy costs.

### 2.3 EXISTING WATER LEVIES

The existing waterworks projects completed are found in Table 2.1 and show the levied cost for these infrastructures. This table also shows the levied costs for the infrastructure.

### 2.4 WATER SYSTEM DEVELOPMENT LEVIES

In conducting this study, it was necessary to make some basic assumptions, namely:

- Water supply for the City will continue to be from the City of Edmonton through the Capital Region Northeast Water Services Commission (CRNWSC), who shall continue to be responsible for all capital improvements/expansions to the supply systems; such costs are therefore not included in the calculation of the City's Water Off-Site Levy.
- The City will be responsible for the construction of the alternate reservoir supply line, off the CRNWSC transmission main.

- Development will continue to be responsible, at its entire cost, for the construction of all distribution mains up to and including 400 mm diameter in size to serve the Westpark area.
  - The City will continue to be responsible for the construction of all primary feeder mains, treated water storage reservoirs and pumping facilities.
  - Conditional grants, such as those secured through the Alberta Transportation and Utilities Municipal Water and Wastewater Partnership Program\*, will be applied to the specific projects, thereby reducing the overall project cost used in calculating the Water Off-Site Levy Rate (currently the level of funding available to the City through this program is approximately 30% of the eligible project costs).
  - Unconditional grants, even if applied against waterworks system improvements, will not be considered when calculating the Water Off-Site Levy rate.
- \* The AT&U Municipal Water and Wastewater Partnership Program grant funding formula is based on the population of the community. Under the formula, as the population of the community increases, the percentage of cost covered by the program decreases. It is therefore, prudent to update project costs regularly to ensure that the off-site levy rates are current and meet the financial requirements of the City.

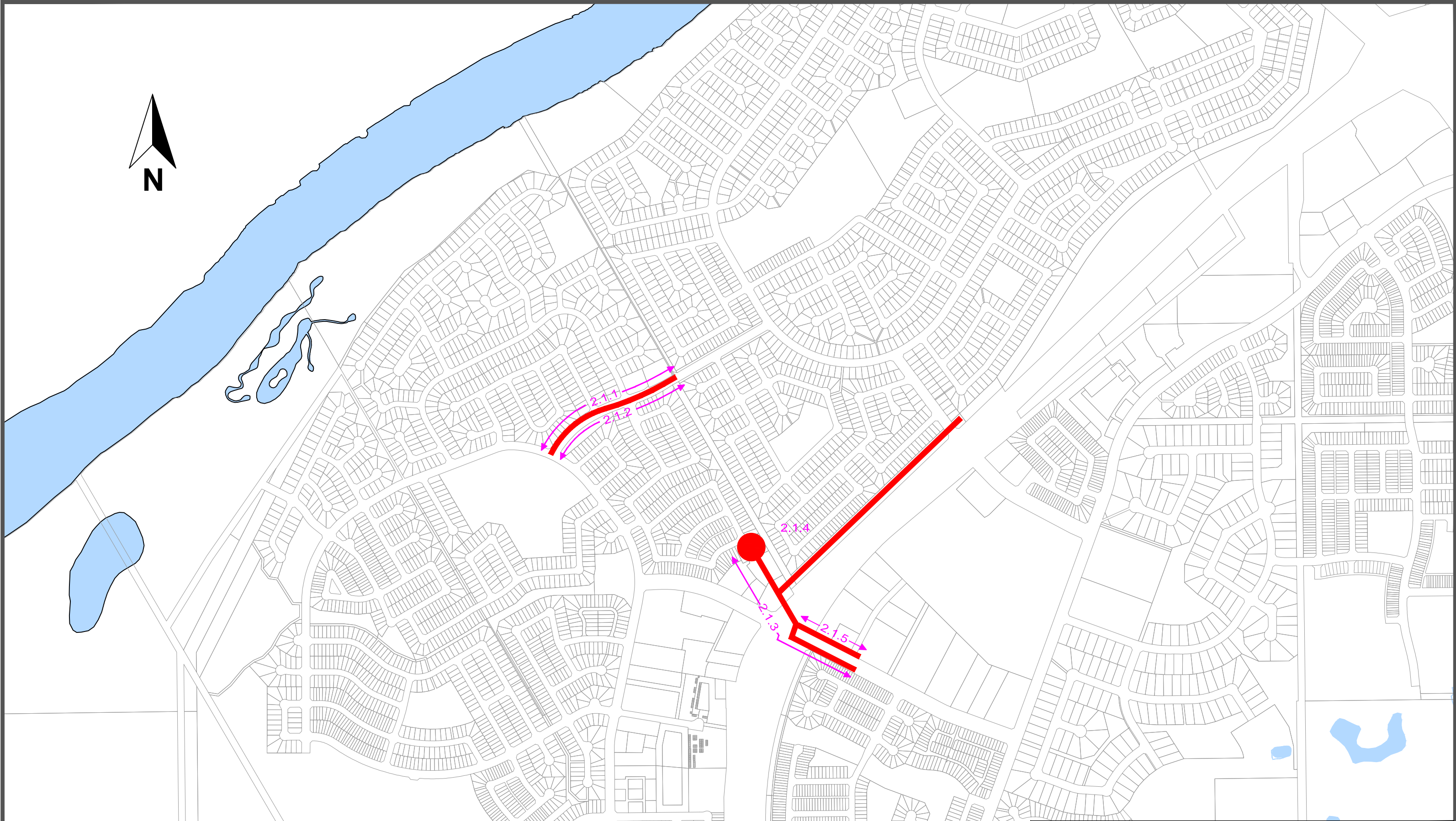
Figure 2.1 represents the Westpark area water system as envisioned in the Westpark Area Structure Plan (ASP). As per the assumptions previously outlined, the City assumes the responsibility for constructing all watermains greater than 400 mm in diameter. The cost of this construction will be included in the calculation for Water System Development Levies.

Table 2.1 outlines a cost estimate for each improvement based on 2016 dollars and future construction cost with an inflation rate as indicated. Conditional grants, which had previously been secured for a specific project, have been incorporated to arrive at the estimated net cost to the City.

For future waterworks system improvements, it has been assumed that there will be no grant funding available for such projects. This assumption is based on the fact that the amount of grant funding available to a municipality will continue to be directly related to its population. The need for constructing the future reservoir storage capacities will, to a large degree, be directly related to increases in the population of the City. Such increased population, however, will decrease the amount of grant funding available.

## 2.5 TABLE 2.1 – WATER INFRASTRUCTURE COSTS

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Cost from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Water</b>						
2.1.1	DISTRIBUTION MAIN 95A AVENUE	1988	\$37,000.00	\$0.00	\$0.00	\$37,000.00
2.1.2	95 A AVENUE WATER MAIN OVER SIZING	1999	\$41,713.00	\$0.00	\$0.00	\$41,713.00
2.1.3	WESTPARK RESERVOIR / 450mm WATERMAIN	2000	\$1,219,139.94	\$0.00	\$0.00	\$1,219,139.94
2.1.4	5000 m <sup>3</sup> RESERVOIR EXPANSION	2014	\$131,375.68	\$1,267,241.77	\$0.00	\$1,398,617.45
2.1.5	ALTERNATE RESERVOIR SUPPLY LINE	2013	\$163,403.00	\$385,177.26	\$0.00	\$548,580.26
			<b>\$1,592,631.62</b>	<b>\$1,652,419.03</b>	<b>\$0.00</b>	<b>\$3,245,050.65</b>



Watermain



Westpark Reservoir



Figure 2.1  
Waterworks System Improvements

Westpark Development Leves

Revision: B

Date: January 27, 2017

NOT TO SCALE

Drawn: CL

Dwg. No.

2.1

# 3

## Sanitary Sewer System

### 3.1 GENERAL

The sanitary sewage collection system in the Westpark area will be comprised of a series of lateral (local), collector and trunk sewers intercepting wastewater from the various individual contributors and conveying this wastewater to an existing 450 mm diameter main in the northeast corner of River Lot 21 which discharges into an existing Lift Station in the northeast corner of River Lot 19. This lift station pumps through a 250mm forcemain and tie into to a 375 mm gravity trunk sewer at 88 St and 100 Ave. The point of discharge for the City sanitary sewage is the Alberta Capital Region Wastewater Commission (ACRWC) Regional Trunk Sewer, which conveys the wastewater to the ACRWC Sewage Treatment Plant.

Capital improvements to the regional trunk line are the responsibility of the ACRWC of which the City of Fort Saskatchewan is a member. The costs of such capital improvements are assessed proportionately against the City through the Commission's sewage utility rate structure and therefore are not included in the City's Sanitary Sewer Off-Site Levy calculations.

The Sanitary Servicing Plan as identified in the Westpark Area Structure Plan (ASP) indicates that the majority of the lands within the ASP boundary generally slope toward the northwest and that a gravity system will service most of the area. The extreme west catchment will require a Sanitary Lift Station, to pump the sewage into the proposed gravity system.

### 3.2 EXPANSION AND FINANCING OF SANITARY SEWER SYSTEMS

Traditionally, the City's philosophy regarding sanitary sewer systems has been that development shall be responsible for the entire cost of constructing laterals and collectors. The City assumes the responsibility for constructing all trunk mains 525 mm in diameter and larger. The cost of this construction will be included in the calculation for Sanitary Sewer System Development Levies.

### 3.3 EXISTING SANITARY SEWER LEVIES

The existing sanitary projects completed are found in Table 3.1 and show the levied cost for these infrastructures.

### 3.4 SANITARY SEWER SYSTEM DEVELOPMENT LEVIES

In conducting this study, it was necessary to make some basic assumptions:

- The Developer will continue to be responsible for the construction of lateral and collector sanitary sewer systems.



- 
- The City of Fort Saskatchewan will continue to be a member of the ACRWC and any expansion or improvement costs related to the Commission System will be assessed against the City by the Commission through its sewer utility rate structure; costs related to the Commission System have, therefore, not been included in the City's Sanitary Sewer Off-Site Levy calculations.
  - Sanitary Sewers 525 mm diameter and larger are considered to be Trunk Sanitary Sewers.
  - Little or no grant funding is, or will be, available towards the construction of trunk sewer systems.
  - The cost of all trunk mains and the Sanitary Lift Station will be applied against all lands within the ASP boundary.

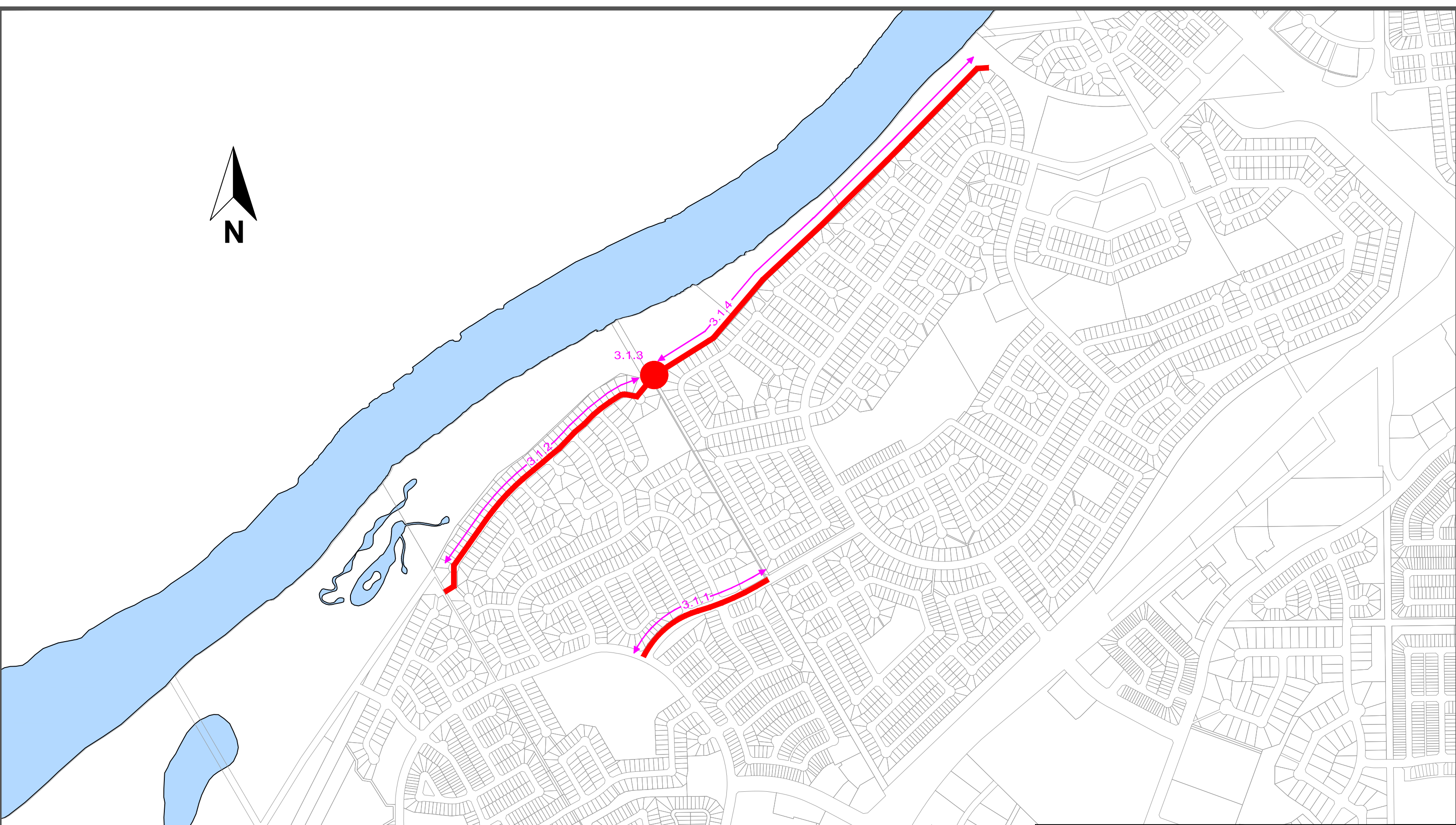
Figure 3.1 shows the sanitary servicing plan, as developed in the Westpark Area Structure Plan.

Table 3.1 outlines a cost estimate for each improvement based on 2016 dollars and future construction costs, with an inflation rate as indicated.

### 3.5 TABLE 3.1 – SANITARY SEWER INFRASTRUCTURE

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Cost from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Sanitary</b>						
3.1.1	375 mm SANITARY TRUNK 95A AVENUE	1988	\$53,000.00	\$0.00	\$0.00	\$53,000.00
3.1.2	450 mm SANITARY TRUNK RIVERPARK DRIVE	1988	\$446,000.00	\$0.00	\$0.00	\$446,000.00
3.1.3	WESTPARK LIFT STATION-INTERIM	1988	\$130,000.00	\$0.00	\$0.00	\$130,000.00
3.1.4	WESTPARK LIFTSTATION UPGRADE AND SANITARY FORCEMAIN	2009	\$2,701,271.47	\$26,131.73	\$0.00	\$2,727,403.20
3.1.5	STAGE 8B SANITARY OVER-SIZE		\$13,900.00	\$0.00	\$0.00	\$13,900.00
			<b>\$3,344,171.47</b>	<b>\$26,131.73</b>	<b>\$0.00</b>	<b>\$3,370,303.20</b>





Sanitary Main



Westpark Lift Station



# Figure 3.1 Sanitary System Improvements

Westpark Development Levies

Dwg. No.

Revision: B

Date: January 27, 2017

NOT TO SCALE

Drawn: CL

3.1

# 4

## Transportation System

### 4.1 GENERAL

The City of Fort Saskatchewan maintains a roadway classification system generally consistent with the definitions for arterial, collector and local roads contained in the “Geometric Design Standards for Canadian Roads and Streets,” a manual published by the Transportation Association of Canada.

In the hierarchy of roadway classifications, the principle function of arterial roads is to provide for the efficient movement of people, goods and services between the primary traffic generation areas of a community. Typically, arterial roadways are designed as relatively free-flowing facilities, intersected by other arterial or major collector type roadways, and provide no direct access to individual properties. Arterial roadways are generally considered to be a greater benefit to the City at large than directly to individual developers. This does not, however, negate developers’ responsibility to contribute their proportionate share towards the cost of these arterials, since to a large degree, development generates the need for these arterial roadways.

### 4.2 EXISTING TRANSPORTATION LEVIES

The existing transportation projects completed are found in Table 4.1 and show the levied cost for these infrastructures.

### 4.3 TRANSPORTATION DEVELOPMENT LEVIES

In conducting this study, it was necessary to make certain assumptions:

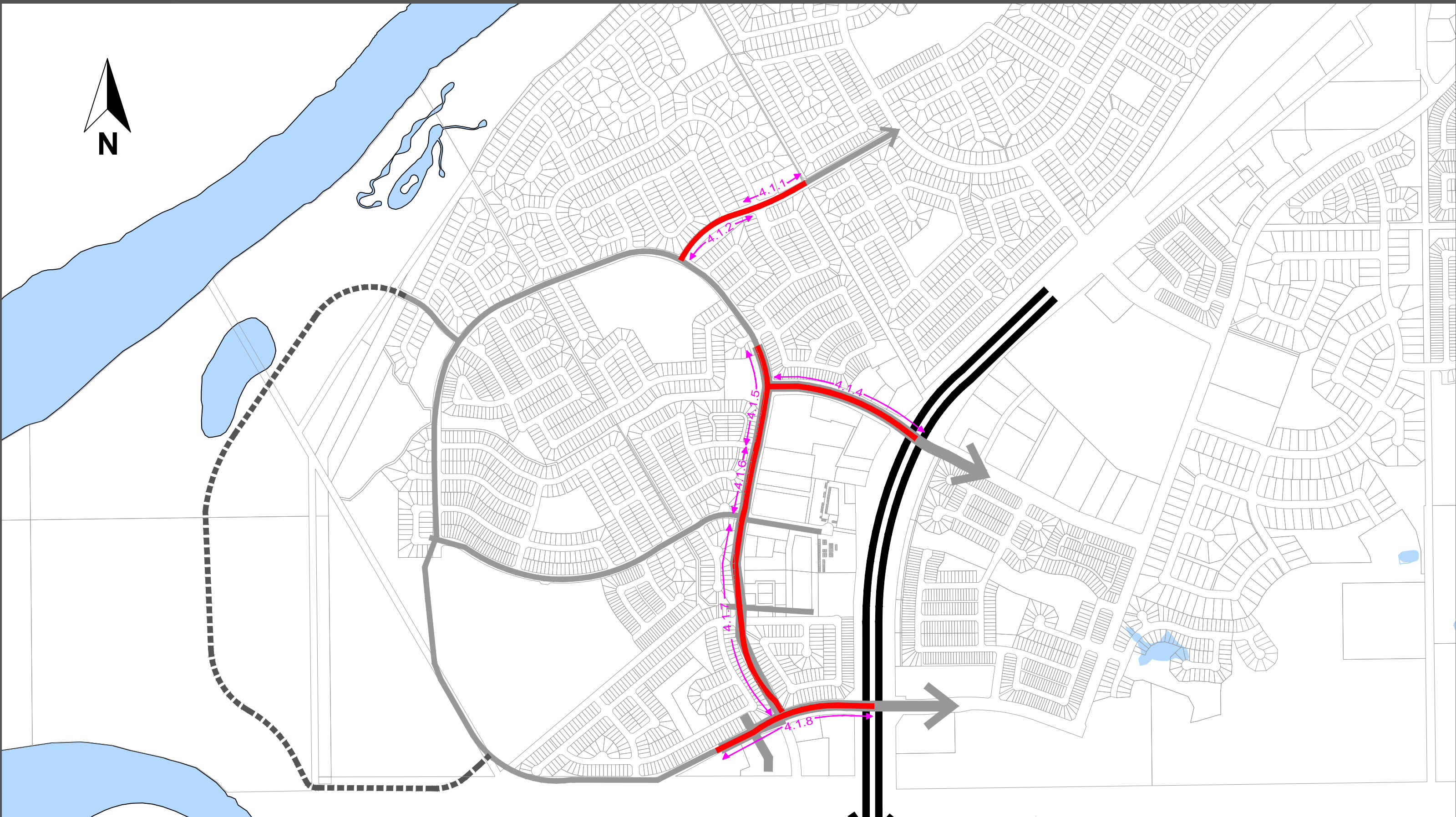
- Arterial roadways included in the Roadway Off-Site Levy calculations are those highlighted in Figure 4.1.
- Arterial roadways will typically be constructed to an ultimate 4-lane, divided, paved urban structure and are the standards upon which the cost estimates are based.
- Arterial roadways will typically be constructed in two stages with the first or initial stage being a two-laned urban roadway complete with street lighting and the ultimate stormwater drainage system. The second stage is all works remaining to complete the arterial roadway. Additional improvements may be required depending on the pace of growth and need.
- A blanket assessment levy for roads is recommended against all development irrespective of land use.
- Right-of-ways to facilitate construction of arterial roadways will be acquired through the subdivision development process.

Table 4.1 outlines the cost estimates for Transportation Off-site Levy rate.


#### 4.4 TABLE 4.1 – TRANSPORTATION INFRASTRUCTURE COSTS

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Cost from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Transportation</b>						
4.1.1	95A AVENUE 16m ARTERIAL ACCESS	1988	\$80,466.00	\$0.00	\$0.00	\$80,466.00
4.1.2	95A AVENUE 16m ARTERIAL EXTENSION	1997	\$85,000.00	\$0.00	\$0.00	\$85,000.00
4.1.3	TEMPORARY ACCESS	1994	\$173,838.00	\$0.00	\$0.00	\$173,838.00
4.1.4	WESTPARK BLVD 15.8m ARTERIAL ACCESS	1999	\$1,287,914.00	\$0.00	\$0.00	\$1,287,914.00
4.1.5	OVER SIZING FROM 11.5 m TO 15.8 m	2000	\$316,986.00	\$0.00	\$0.00	\$316,986.00
4.1.6	BRADSON RECOVERIES	2001	\$113,215.00	\$0.00	\$0.00	\$113,215.00
4.1.7	OVER SIZING FROM 11.5 m TO 15.8 m (FUTURE)	2008	\$56,828.88	\$0.00	\$0.00	\$56,828.88
4.1.8	SOUTH WESTPARK ARTERIAL ACCESS	2008	\$2,317,496.58	\$0.00	\$0.00	\$2,317,496.58
4.1.9	AREA STRUCTURE PLAN	1987	\$16,000.00	\$0.00	\$0.00	\$16,000.00
4.1.10	AREA STRUCTURE PLAN UPDATE	2003	\$25,000.00	\$0.00	\$0.00	\$25,000.00
			<b>\$4,472,744.46</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,472,744.46</b>





 Arterial Roadway

		<b>Figure 4.1</b> <b>Transportation Improvements</b>	
		<b>Westpark Development Levies</b>	
Revision: B	Date: January 27, 2017	<b>Dwg. No.</b>  <b>4.1</b>	
NOT TO SCALE	Drawn: CL		

# 5

## Stormwater Drainage System

### 5.1 GENERAL

Management of stormwater is an important component in the development of a community and must be handled effectively to preserve and promote the general health, welfare, security and economic well being of the public. Traditionally, in urban centres, stormwater is handled in keeping with the minor/major drainage concept wherein:

- Minor systems are designed and implemented to accommodate drainage to avoid property damage and flooding and to minimize inconvenience to the public from 1 in 5 year rainfall events.
- Major systems are designed and implemented for flood control to avoid loss of life, injuries, and significant damage to property from events greater than 1 in 5 year return, producing unusual high intensity rainfall and/or large volume runoff.

Minor systems are typically comprised of underground piping, manholes, catch basins, and outfall structures but can also be designed as a rural-type drainage system consisting of ditches and culverts.

Major systems can be large diameter underground piping, open channels, stormwater detention/retention ponds, natural streams, or any combination thereof, capable of conveying runoff from events up to and including a 1 in 100 year return period, to the ultimate receiving stream or water body.

### 5.2 WESTPARK AREA STORMWATER MANAGEMENT PLAN

The Westpark Area Structure Plan identified several stormwater ponds and trunk sewers within the ASP boundary.

The stormwater systems from River Lots 19 and 21 discharge through the River's Edge Wetland. The wetland was designed and constructed to provide treatment of the stormwater before it discharges into the North Saskatchewan River. The area south of River Lot 21 and portions of River Lot 21 below the valley break will discharge through a separate outfall and stormwater treatment facility to the North Saskatchewan River.

A Westpark Stormwater Management Plan (SWMP) was undertaken by Stanley Consulting in 1997 and later update by Focus Intec in 2002. Development Levies related to the major infrastructure presented in the plans have been incorporated into this document.

### 5.3 EXISTING STORMWATER LEVIES

The existing storm water projects completed are found in Table 5.1 and show the levied cost for these infrastructures.

#### 5.4 STORMWATER DEVELOPMENT LEVIES

In conducting this study, it was necessary to make certain assumptions:

- The Developer will continue to be responsible for the construction of catch basins and storm sewers up to and including 1200 mm diameter in size.
- Storm sewers greater than 1200 mm diameter in size are considered to be trunk sewers. The costs of these sewers will be included in the Stormwater Development Levies.
- No grant funding is available towards the construction of trunk sewer systems.
- All stormwater management ponds will be the responsibility of the developer. Each stormwater management area is considered to be responsible for the stormwater management pond serving that area.
- The costs associated with construction of stormwater treatment facilities will be included in the Stormwater Development Levies.

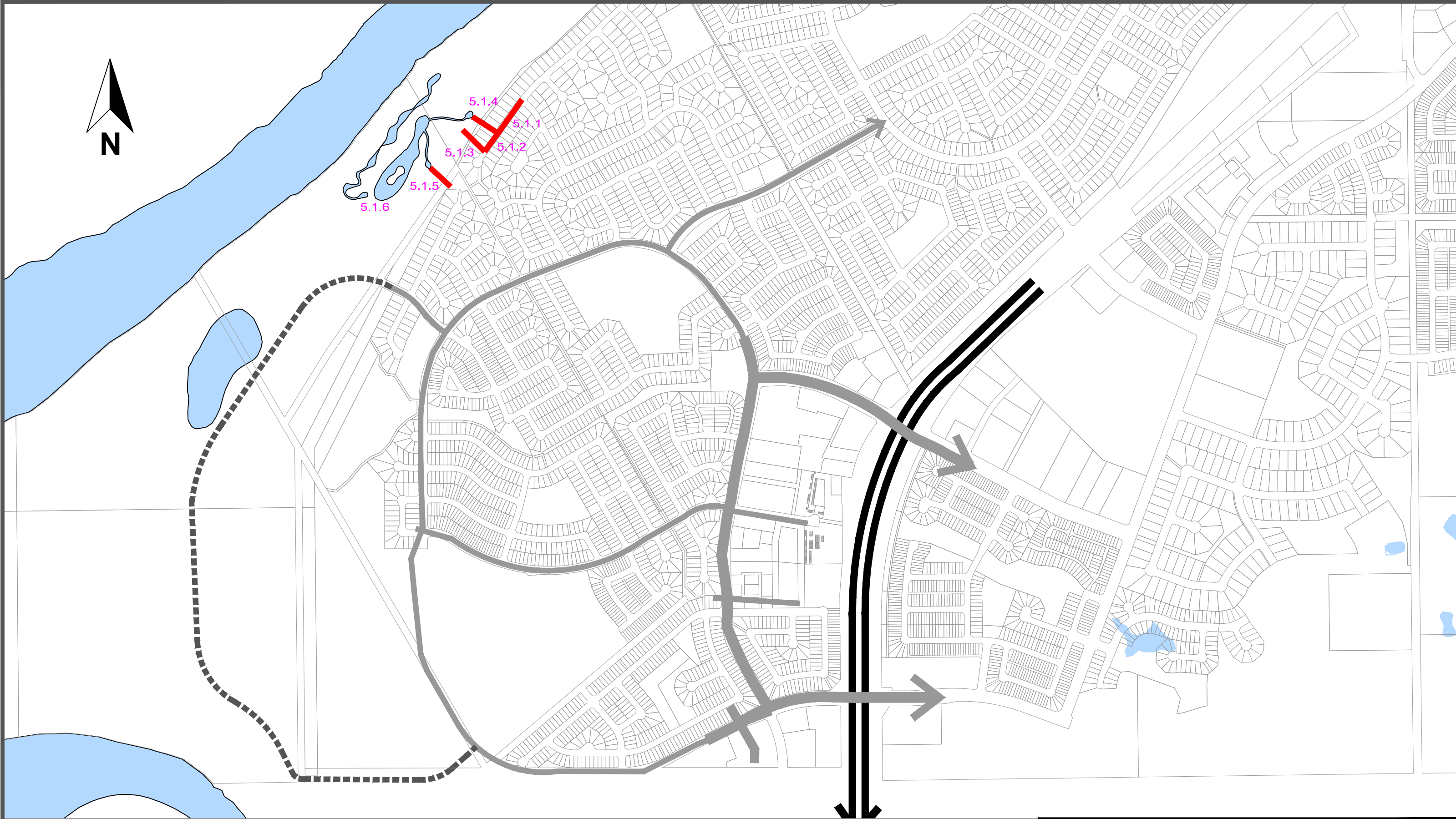
Figure 5.1 shows the stormwater servicing plan, as developed in the Westpark Stormwater Management Plan 2002.

Table 5.1 outlines a cost estimate based on Gross Developable Area in 2016 dollars and future construction cost with an inflation rate as indicated.

**5.5 TABLE 5.1 – STORM MANAGEMENT INFRASTRUCTURE COSTS**

Item	Project Description	Year of Construction	Historical Project Cost Up to Dec 31, 2013	Historical Project Cost from Jan 1, 2014 to Dec 31, 2016	Future Cost Estimate for Remainder of Work	Total
<b>Storm</b>						
5.1.1	1200mm STORM TRUNK	1996	\$173,000.00	\$0.00	\$0.00	\$173,000.00
5.1.2	WESTPARK STORM SEWER SYSTEM	1997	\$12,008.00	\$0.00	\$0.00	\$12,008.00
5.1.3	RIVER LOT 19 STORM OUTFALL - INTERIM	1988	\$33,332.00	\$0.00	\$0.00	\$33,332.00
5.1.4	RIVER LOT 19 STORM - PERMANENT	1999	\$117,799.00	\$0.00	\$0.00	\$117,799.00
5.1.5	RIVER LOT 19 STORM OUTFALL	2000	\$113,593.00	\$0.00	\$0.00	\$113,593.00
5.1.6	WETLANDS	2001	\$709,776.00	\$0.00	\$0.00	\$709,776.00
5.1.7	STORM MANAGEMENT REPORT	1987	\$32,000.00	\$0.00	\$0.00	\$32,000.00
			<b>\$1,191,508.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,191,508.00</b>





Storm Sewer Main



Figure 5.1  
Storm System Improvements

Westpark Development Levies		Dwg. No.
Revision: B	Date: January 27, 2017	
NOT TO SCALE	Drawn: CL	5.1

# 6

## Other Leviable Charges

Leviable projects completed by developers within their subdivision were reimbursed to the developer as separate payments after the work was completed. These project costs were accounted for in the specific lists but levy payments were not attributed to them. Those payments are identified and quantified here.

Table 6.1 outlines these payments from the levy account to specific developers.

**6.2 TABLE 6.1 – OTHER COMBINED PAYMENTS FOR LEVIABLE PROJECTS PREVIOUSLY LISTED (WATER, SEWER, ROADS, STORM)**

ITEM		ORIGINAL ESTIMATE	TOTAL EXISTING COST	TOTAL FUTURE COST	TOTAL COST
<b>6.1 OTHER COMBINED</b>					
6.1.1	BRADSON GROUP - COST RECOVERIES	\$263,389.00	\$263,389.00		\$263,389.00
6.1.2	95A AVENUE/WESTPARK INFRASTRUCTURE	\$199,000.00	\$199,000.00		\$199,000.00
6.1.3	WESTPARK INFRASTRUCTURE	\$76,691.00	\$76,691.00		\$76,691.00
6.1.4	TRANSFER TO WESTPARK COMMUNITY ENHANCEMENT RESERVE	\$18,641.00	\$18,641.00		\$18,641.00
		<b>\$557,721.00</b>	<b>\$557,721.00</b>		<b>\$557,721.00</b>

# 7

## Recommendations

Based on the findings of this study, it is recommended that:

- The City of Fort Saskatchewan continues to assume responsibility for the construction of the municipal infrastructure systems which they deem to be of benefit to the City at large.
- The City maintains its current philosophy that development will be responsible for its proportionate share of the cost of municipal infrastructure systems expansion through the assessment of off-site levies against all benefiting lands.
- The City maintain its existing philosophy regarding stormwater drainage systems wherein the development industry is required to manage stormwater in accordance with the Alberta Environmental Protection guidelines respecting stormwater release rates and the City of Fort Saskatchewan Municipal Engineering Standards requirements.
- The City periodically reviews the Development Levies to ensure that the rates are consistent with the overall City funding requirements.
- The Development Levies for Westpark will be set as follows:
  - Water System Levy      \$ 18,420.16 / ha
  - Sanitary Sewer Levy    \$ 19,131.14 / ha
  - Transportation Levy    \$ 25,389.02 / ha
  - Stormwater Levy        \$ 13,781.61 / ha

The levy is proportioned appropriately according to the developable/developed area receiving service. The stormwater levy has been proportioned and applies to Area 1, outlined in Figure 1.1, as the current items listed in Table 5.1 service Area 1 only. The water, sanitary, and transportation levies are applicable to both Area 1 and Area 2. The combined levies for each area are as follows:

- Area 1                      \$ 76,721.93 / ha
- Area 2                      \$ 62,940.32 / ha

Table 7.1 is a summary of the levy for Westpark in 2016 dollars.

7.1 TABLE 7.1 – OFF-SITE LEVIES

Summary			
Development Area	Hectares		
TOTAL DEVELOPMENT AREA	287.172		
UNDEVELOPED AREA (DEC 31/16)	49.966		
10% MUNICIPAL RESERVE	4.997		
TOTAL LEVIABLE AREA	44.969		
AREA 1	22.069		
AREA 2	22.900		
Total Levy Cost Breakdown			
Item	Total Cost	% of Total Levy Cost	Collected (w/ interest)
WATER	\$3,245,050.65	26.43%	\$2,416,712.07
SANITARY	\$3,370,303.20	27.45%	\$2,509,992.39
TRANSPORTATION	\$4,472,744.46	36.42%	\$3,331,022.13
STORM	\$1,191,508.00	9.70%	\$887,361.12
TOTAL	\$12,279,606.31	100.00%	\$9,145,087.70
Levy Funds Collected - Breakdown			
LEVY FUNDS (DEC 31/16)	\$9,088,258.82		
TOTAL INTEREST (DEC 31/16)	\$56,828.88		
TOTAL	\$9,145,087.70		
Levy Funds Required			
Item	Total Leviable Area		
WATER	\$828,338.58		
SANITARY	\$860,310.81		
TRANSPORTATION	\$1,141,722.33		
STORM*	\$304,146.88		
TOTAL	\$3,134,518.61		
Current Levy Rates per Hectare			
Item	Area 1	Area 2	
WATER	\$18,420.16	\$18,420.16	
SANITARY	\$19,131.14	\$19,131.14	
TRANSPORTATION	\$25,389.02	\$25,389.02	
STORM*	\$13,781.61	n/a	
TOTAL	\$76,721.93	\$62,940.32	

\* Only Area 1 contributes to the portion of the levy designated for the stormwater sewerage system, as the projects outlined in the stormwater section are to service Area 1 only. Other rates are based off of the percentage of the total undeveloped leviable area (Areas 1 and 2).

# Report



## C I T Y O F FORT SASKATCHEWAN

### **City of Fort Saskatchewan**

#### **Light / Medium Industrial Area Levy Report**

#### **Schedule “D” to Bylaw C14-17**

**June 2017**



## City of Fort Saskatchewan: Light/Medium Industrial Area Offsite Levy Review

Version 3  
June 24<sup>th</sup>, 2016

---

Prepared by:  
Greg Weiss, President  
CORVUS Business Advisors  
9670 – 95 Avenue  
Edmonton, AB T6C 2A4  
(780) 428-4110  
[gweiss@corvusbusinessadvisors.com](mailto:gweiss@corvusbusinessadvisors.com)  
[www.corvusbusinessadvisors.com](http://www.corvusbusinessadvisors.com)

This document has been prepared by CORVUS Business Advisors for the sole purpose and exclusive use of the **City of Fort Saskatchewan**.

## 1 DOCUMENT INFORMATION

Version		
Number	Revision Date	Summary of Changes and Author
1.0	April 25 <sup>th</sup> , 2016	Created by CORVUS Business Advisors
2.0	June 13 <sup>th</sup> , 2016	Reviewed by Project Team



## 2 CONTENTS

1	DOCUMENT INFORMATION .....	I
2	CONTENTS.....	II
3	INTRODUCTION.....	1
3.1	INTRODUCTION .....	1
3.2	METHODOLOGY .....	1
4	KEY FINDINGS.....	2
5	RATES .....	4
6	RECOMMENDATIONS.....	5
7	ACKNOWLEDGEMENTS.....	6
8	DISCLAIMER .....	6
	APPENDIX A: OFFSITE LEVY AREAS AND STAGING.....	7
	APPENDIX B: WATER OFFSITE INFRASTRUCTURE.....	11
	APPENDIX C: SANITARY OFFSITE INFRASTRUCTURE .....	19
	APPENDIX D: TRANSPORTATION OFFSITE INFRASTRUCTURE .....	26
	APPENDIX E: STORMWATER OFFSITE INFRASTRUCTURE.....	34
	APPENDIX F: BENCHMARK COMPARISONS.....	41
	APPENDIX G: RESERVE RECONCILIATION .....	42

## 3 INTRODUCTION

### 3.1 Introduction

Bylaw C1-14, established by the City of Fort Saskatchewan (“the City”) in 2014, defines offsite levy rates for the City’s Light/Medium Industrial Area. The bylaw includes an offsite levy rate of \$68,568 per net hectare (Water \$23,999 + Sanitary \$17,379 + Transportation \$3,051 + Stormwater \$24,139), which is based on infrastructure cost estimates of approximately \$34.90 million (\$51.05 million including inflation) and land development of 745 ha. The 2014 rate is applied uniformly across all areas and does not make any accommodation for actual benefitting areas, infrastructure staging impacts, development staging impacts, specific payback periods, or reserve interest impacts, etc.

The City wishes to facilitate growth in the Light/Medium Industrial Area by updating transportation, water, sanitary, and stormwater offsite infrastructure requirements to ensure they meet the needs of development in the Light/Medium Industrial Area, and also ensure that accompanying charges are fair and equitable, comply with legislative and regulatory requirements, and recover the full cost of the infrastructure in order to ensure a financially sustainable community.

This report outlines the methodology and information used in updating transportation, water, sanitary, and stormwater offsite levy rates for the Light/Medium Industrial Area, as well as other key findings and recommendations.

### 3.2 Methodology

The City of Fort Saskatchewan has created various infrastructure master plans, and these plans have been used as key inputs into this offsite levy rate review. City staff reviewed existing plans and identified offsite projects for transportation, water, sanitary, and stormwater infrastructure<sup>1</sup>. Each project was assessed for benefitting areas using the offsite levy areas identified in this report. The City’s assessment also included determination of benefits to existing development and future development.

Support provided by CORVUS Business Advisors included:

- Provision of the CORVUS offsite levy model, including configuration, priming, and data loading.
- Facilitation of a workshop to determine offsite levy area boundaries.
- Incorporation of offsite levy area measurements and land development forecasts (provided by City planning staff).
- Incorporation of infrastructure costs and allocation percentages for existing development, new development, and other parties (provided by City engineering staff).

---

<sup>1</sup> It was not within CORVUS’ scope of work to review the City’s master plans.

- Establishment of offsite levy reserve opening balances (details provided by City staff).
- Development of transportation, water, sanitary, and stormwater offsite levy rates for each offsite levy area.
- Presentation of offsite levy rates and background information to Administration, Council, and the public.

Offsite levy rates are forecast using a rolling 25-year review period. During this review, a cut-off date of December 31<sup>st</sup>, 2015 was established, and so the review period stems from 2016 to 2040. Costs that benefit development prior to and within the review period are included in rates. Costs that benefit development beyond the review period (called financial “oversizing”) are excluded from rates. In future years, when rates are updated and the rolling 25-year period moves further out, offsite infrastructure costs beyond 2040 will gradually find their way into rates.

The cut-off date coincides with the City’s most recent year-end. Project expenditures, offsite levy receipts etc. were gathered as “actuals” from the City’s financial records up to the cut-off date. Beyond the cut-off date, all financial details are estimates. When the City completes its next rate update, information from January 1<sup>st</sup>, 2016 up to the new cut-off date will be converted from estimates to actuals.

## 4 KEY FINDINGS

Key findings pertaining to the establishment of City offsite levy rates are as follows:

- Offsite infrastructure costs to be included in the offsite levy bylaw total approximately \$29.09 million (2016 dollars), a decrease of 17% from 2014 (a decrease in infrastructure costs places downward pressure on rates). An overview of offsite infrastructure costs and maps is provided in Appendices B1, C1, D1, and E1.

Before determining how the infrastructure costs will be allocated to parties that benefit (e.g., existing development, new development, other municipalities etc.), offsite infrastructure costs are always reduced by special ear-marked grants and development contributions. An overview of grants and contributions and resulting net costs is provided in Appendices B2, C2, D2, and E2.

Financial oversizing (the amount of cost which is allocated to future development beyond the 25-year review period) is based on the anticipated year of construction. An overview of construction staging is provided in Appendices B3, C3, D3, and E3.

That portion of cost which is allocated to future development (versus existing development and other allocations) is provided in Appendices B4, C4, D4, and E4.

Before allocating infrastructure costs to benefitting lands, offsite levy costs must be reduced by amounts collected to date. An overview of offsite levies that have been collected by the City is provided in Appendices B5, C5, D5, and E5.

Of the \$29.09 million in total offsite infrastructure costs, the share allocated to future development that is included in rates today (the offsite levy share) is \$21.72 million, as shown in the table below. The share allocated to future development that is

beyond the 25-year review period (financial oversizing) is \$6.29 million. The share allocated to existing development (the City's share) is \$0.21 million; and, the share allocated to other stakeholders (e.g., Strathcona County) is \$0.00. A complete summary of offsite infrastructure net cost "flow-thru" is provided in Appendices B6, C6, D6, and E6.

#### Summary of Infrastructure Costs & Allocations

Infrastructure	Muni Share of Costs	Other's Share (e.g., County)	Developer Cost (Fin Oversizing)	Developer Costs (In Rates)	Total Costs
Transportation	\$ 207,000	\$ -	\$ 1,697,951	\$ 5,771,242	\$ 7,676,193
Water	\$ -	\$ -	\$ 2,762,362	\$ 6,095,746	\$ 9,741,028
Sanitary	\$ -	\$ -	\$ 1,155,505	\$ 8,121,015	\$ 9,276,519
Stormwater	\$ -	\$ -	\$ 672,000	\$ 1,728,000	\$ 2,400,000
<b>Total</b>	<b>\$ 207,000</b>	<b>\$ -</b>	<b>\$ 6,287,818</b>	<b>\$ 21,716,002</b>	<b>\$ 29,093,740</b>

- Lands do not necessarily benefit from all offsite levy infrastructure. In order to equitably facilitate the allocation of infrastructure costs to those lands that benefit from the infrastructure, the Light/Medium Industrial Area is parsed into several smaller offsite levy areas. The area boundaries, numbering schema, and area measurements are described in Appendix A along with an offsite levy map; and, an overview of which offsite infrastructure has been allocated to each area is provided in B7, C7, D7, and E7.
- To calculate offsite levy rates, it is necessary to forecast the amount of land that will develop during the 25-year review period. Land development forms the denominator of the rate calculation. A larger denominator reduces rates, but could potentially result in under-collection thereby placing an increased burden on tax payers. A smaller denominator increases rates, but could potentially result in over-collection thereby placing an increased burden on future development. Accordingly, land development forecasts need to be (a) reasonable and reflect current planning assumptions including the current pace of development in the community, and (b) updated regularly.

For this review, the City is forecasting development in the Light/Medium Industrial Area of approximately 226 ha. over the 25-year review period (approximately 9.0 ha. per year on average). This is a decrease of 70% from the 2014 bylaw (a decrease in land development places upward pressure on rates). The land development forecast and underpinning assumptions are shown in Appendix A.

- Offsite Levy Reserves. The City is currently managing offsite levy receipts and withdrawals via a single reserve/account. However, the MGA requires that offsite levy monies be managed separately (i.e., one reserve/account for each infrastructure type). The reason this is a requirement is because offsite levies collected can only be used for the type of infrastructure for which they were collected (e.g., water levies can only be used to construct water offsite infrastructure, not sanitary infrastructure). To facilitate the establishment of 4 reserves/accounts, a reconciliation of the exiting reserve activity is shown in Appendix G, and an overview of opening balances for the new reserves/accounts is shown in Appendices B8, C8, D8, and E8.
- Interest. Offsite levy reserves/accounts (both actual and forecast) are impacted by interest. Actual reserve inflows, and forecast reserve balances that are in a positive

position earn interest (as required by the MGA). Actual reserve outflows, and forecast reserve balances that are in a negative position are charged interest (negative forecast balances indicate that front-ending will be required).

An overview of reserve/account interest rates and forecast balances over the 25-year review period is shown in Appendices B9, C9, D9, and E9.

- **Front-ending.** Front-ending is an extremely important concept that underpins rigorous management of offsite levies. Front-ending represents debts owed by future development to the municipality for past construction undertaken by the municipality on behalf of future development—i.e., a municipality will often pay for its share of an offsite infrastructure project in addition to that portion of the project which benefits future development when offsite levy reserve balances are insufficient to pay for future development's share of infrastructure.

Because front-ending balances represent debts owed to the municipality, they need to be clearly reflected in official municipal documents such as levy account/reserve balances, financial statements (e.g., front-ending notes), or accounts receivables, etc. This documentation enables the municipality to collect on these debts as future development occurs, and offsite levies are collected.

## 5 RATES

For future development to pay for its share of the \$29.09 million infrastructure costs in the Light/Medium Industrial Area, rates range from \$36,650 to \$97,219 per net hectare (depending on location), with the weighted average offsite levy rate being \$72,739 per net hectare, as shown in tables below. The average rate is generally lower than other municipalities of similar size in Alberta (a comparison of rates to other municipalities is outlined in Appendix F). Most importantly, these rates reflect the actual cost of infrastructure required to facilitate development in the City's Light/Medium Industrial Area.

Weighted Averages

	Transportation Charges (\$/Net Ha)	Water Charges (\$/Net Ha)	Sanitary Charges (\$/Net Ha)	Storm Charges (\$/Net Ha)	Total
High	\$ 21,541	\$ 21,128	\$ 45,328	\$ 9,221	\$ 97,219
Low	\$ 21,541	\$ 11,494	\$ -	\$ -	\$ 36,650
Weighted Average	\$ 21,541	\$ 16,610	\$ 30,630	\$ 3,958	\$ 72,739

\*Weighted averages are shown above are for information purposes only. Developers pay the offsite levy rate specific to their offsite levy area, as shown in the table below.

Summary of Offsite Levies by Area

Area Ref. #	Transportation Charges (\$/Net Ha)	Water Charges (\$/Net Ha)	Sanitary Charges (\$/Net Ha)	Storm Charges (\$/Net Ha)	Total (\$/Net Ha)
1.0	\$ 21,541	\$ 15,108	\$ -	\$ -	\$ 36,650
2.0	\$ 21,541	\$ 15,108	\$ 3,887	\$ -	\$ 40,536
3.0	\$ 21,541	\$ 21,128	\$ 3,887	\$ -	\$ 46,556
4.0	\$ 21,541	\$ 21,128	\$ 45,328	\$ -	\$ 87,997
5.0	\$ 21,541	\$ 21,128	\$ 45,328	\$ 9,221	\$ 97,219
6.0	\$ 21,541	\$ 11,494	\$ 45,328	\$ 9,221	\$ 87,584
7.0	\$ 21,541	\$ 11,494	\$ 45,328	\$ -	\$ 78,363

## 6 RECOMMENDATIONS

CORVUS recommends the following:

1. Implement the offsite levy rates outlined in Section 5.
2. Ensure the offsite levy bylaw reflects the requirement for an annual update of offsite levy rates and delivery of an annual update report to Council. In addition to enabling compliance with MGA requirements, regular updates ensure offsite levy rates do not “decay”, and Council is apprised regularly of the status of changes, reserves balances, etc.
3. Establish 4 separate offsite levy reserves/accounts as required by the MGA—one for each infrastructure type (i.e., transportation, water, sanitary, and stormwater), with opening balances as reflected in Appendices B8, C8, D8, and E8.
4. Establish sub-ledgers for each reserve/account to track amounts owed to front-ending parties.
5. Update offsite levy reserve/account balances annually (and financial statements, and other internal documentation) to reflect the “true” balance, including front-ending.
6. During the reconciliation of future reserve balances, the interest earning and charge rates that underpin the offsite levy bylaw for that time period should be used to determine reserve interest impacts. This is outlined in the offsite levy model user guide and instructions for the annual rate update.
7. Develop an offsite levy policy framework to aide in effective implementation of the bylaw.
8. Undertake a water and sewer utility rates study to enable sustainable funding of the City’s share of offsite infrastructure projects. Current utility rates should be brought current and in alignment with current master plans and offsite levy financing summarized in this report, etc.
9. Implement a long term financial sustainability assessment model that provides Council with confidence that the City is on a financially sustainable path, contains reasonable tax impacts, and includes the impact of the City’s share of various

development costs plus any front-ending that will be required on behalf of various offsite levy reserves.

10. Recent changes to the MGA will enable municipalities to charge separately for offsite levies (i.e., transportation vs. water vs. sewer vs stormwater). Accordingly, the City should maintain accurate records to reflect which properties pay which offsite levies, and build this into the City's administrative procedures.

## 7 ACKNOWLEDGEMENTS

CORVUS Business Advisors would like to thank all City of Fort Saskatchewan staff and advisors from Engineering, Planning, and Finance, who supported the work of this review.

## 8 DISCLAIMER

CORVUS Business Advisor has relied upon City of Fort Saskatchewan to provide all of the data and information used to construct the offsite levy model and create the rates, such as planning data and assumptions, development forecasts and assumptions, infrastructure costs and costs estimates, allocations to benefitting parties, allocation to benefitting areas, and other assumptions etc. As such, CORVUS Business Advisors makes no guarantee as to the accuracy of the input data and information provided by these groups or the results that stem from this data and information.

Offsite levy rates are not intended to stay static; they are based upon educated assumptions and the best available information of the day. Planning assumptions, cost estimates etc. can change each year. Accordingly, the Municipal Government Act requires that offsite levy rates be updated with the most available information on a regular basis (usually annually). When information changes, it will be reflected in a future update, and rates adjusted accordingly.

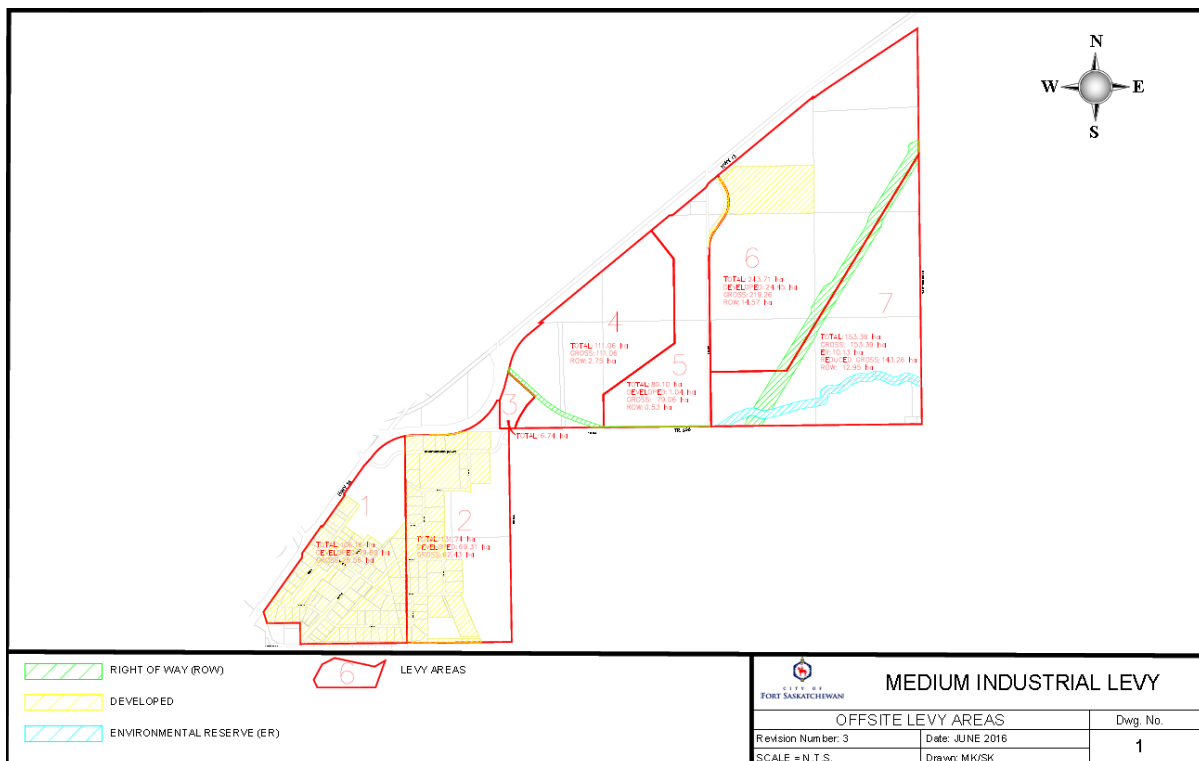


## APPENDIX A: OFFSITE LEVY AREAS AND STAGING

### A1. Offsite Levy Areas

In order to equitably facilitate the allocation of infrastructure to benefiting lands, the City's Light/Medium Industrial Area is parsed into 7 offsite levy areas, as shown in the map below. These areas are generally about a quarter section in size but also take into consideration existing/planned infrastructure basins (i.e., transportation, water, sanitary, and stormwater basins) as well as natural and man-made barriers (e.g., rivers, highways, etc.). All offsite levy infrastructure costs are allocated to one or more areas.

Offsite Levy Areas



Total net development area, the amount of land available for development across all offsite levy areas, is approximately 553 net ha. In calculating net development area only those lands remaining to be developed within the area that have not previously paid offsite levies have been considered (as required by legislation/regulation). Further, allowances have been made to net development area calculations for environmental reserves, municipal reserves, and arterial road right of way.

Offsite Levy Net Development Area

Area Ref. #	Development Area Location	Land Use	Gross Area (ha.)	Environmental Reserves (ha.)	Sub-total	Municipal Reserves	Arterial Right of Way	Net Development Area (ha.)
1.0	Existing Light	Industrial	26.56		26.56	2.66		23.90
2.0	Existing Light and Medium	Industrial	62.43		62.43	6.24		56.19
3.0	Future Medium Full Servicing	Industrial	6.74		6.74	0.67		6.07
4.0	Future Medium Full Servicing	Industrial	111.06		111.06	11.11	2.75	97.20
5.0	Future Medium Full Servicing	Industrial	79.06		79.06	7.91	0.53	70.62
6.0	Future Medium Reduced Servicing	Industrial	219.26		219.26	21.93	14.57	182.76
7.0	Future Medium Reduced Servicing	Industrial	153.39	10.13	143.26	14.33	12.95	115.98
		<b>Total</b>	<b>658.50</b>	<b>10.13</b>	<b>648.37</b>	<b>64.84</b>	<b>30.80</b>	<b>552.73</b>

Summary of Offsite Levy Net Development Area

Description	ha.
Gross Development Area	658.50
Less Environment Reserve	10.13
Less Municipal Reserve	64.84
Less ROW Allowance	30.80
Net Development Area	552.73

\*Note: 1 Hectare (ha.) = ~2.47 Acres

Net development area definitions will be applied in determining offsite levy obligations of developers on application for subdivision or development within City of Fort Saskatchewan. Net development area is defined as follows:

- Gross Area – The area of lands to be developed in hectares that have not previously paid an offsite levy.
  - Less: Any environmental reserves contained within the development area.
  - Less: A 10% allowance for Municipal Reserves.
  - Less: Arterial road right of way that bisects the development lands.
- Equals: Net Developable Area, which is the area subject to offsite levies.

## **A2. Development Staging**

A rate planning period of 25-years underpins the offsite levy model and rate calculations. This planning period is used by many municipalities as it provides a reasonable time frame to recoup the costs associated with offsite levy infrastructure construction, and it aligns with the timeframes of many municipal capital planning and construction cycles.

Of the 553 net ha. of development area available across all offsite levy development areas, planners estimate that approximately 226 ha. (41%) of this land will develop during the next 25-years (the rate planning period) as shown in the tables below.

Anticipated Development During the 25-year Rate Planning Period<sup>2</sup>

Area Ref. #	Area Developed in Next 25 years	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
1.0	23.000	-	-	-	-	-	-	-	-	-	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-	-	-	-	-	-	-	
2.0	49.000	1.00	2.00	1.00	5.00	6.00	6.00	6.00	6.00	6.00	4.00	3.00	3.00	-	-	-	-	-	-	-	-	-	-	-	-	
3.0	6.000	-	-	6.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4.0	51.000	-	-	-	1.00	4.00	4.00	4.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
5.0	36.000	-	-	-	-	-	-	-	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
6.0	61.000	-	-	-	-	-	-	-	-	-	-	-	-	3.00	3.00	2.00	2.00	3.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
7.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	226.00	1.00	2.00	7.00	6.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	

Summary of Anticipated Development during the 25-year Rate Planning Period

Developed In Next 25 Years	226.00	40.9%
Developed Beyond 25 Years	326.73	59.1%
Net Development Area	552.73	

<sup>2</sup> Assumptions:

1. In general, Areas 2, 3, and 4 will experience new development before the other areas.
2. TAG lands will be developed before Busse lands in Area 1.
3. New development will concentrate near Highway 15 and will progress southeast.
4. Lower than average development activity is expected for 2016-2019.
5. The annual absorption rate will be approximately 10 ha.

## APPENDIX B: WATER OFFSITE INFRASTRUCTURE

### B1. Water Offsite Infrastructure Costs

In order to support future growth, water offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately \$9.74 million as outlined in the table below. Actual costs, debenture interest (if any), and cost estimates were provided by City engineering staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support future development during the 25-year review period. The remainder of this section outlines how the “net” costs for future development are determined.

#### Summary of Water Offsite Infrastructure

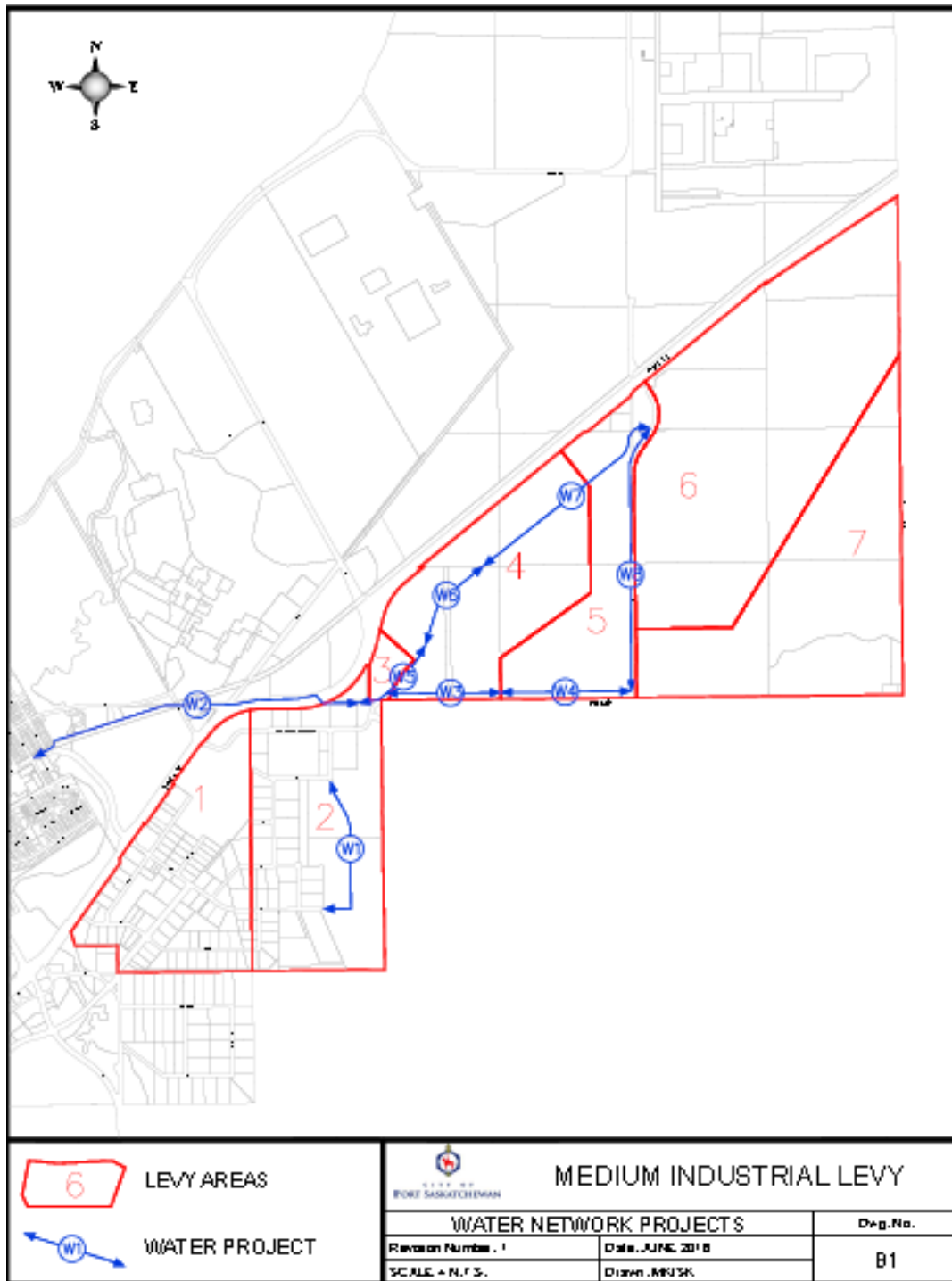
Item	Project Description	Cost of Completed Work	Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	400mm Watermain Along 118 St.	\$ -	\$ -	\$ 879,046	\$ 879,046
2	450mm Watermain to Area 2	\$ 2,784,799	\$ -	\$ -	\$ 2,784,799
3	450mm watermain along Josephburg Road to Area 5	\$ -	\$ -	\$ 969,803	\$ 969,803
4	450mm watermain along Josephburg Road to 125 St.	\$ -	\$ -	\$ 1,019,324	\$ 1,019,324
5	450mm Watermain Area 3	\$ -	\$ -	\$ 560,898	\$ 560,898
6	450mm Watermain Area 3 to DOW	\$ -	\$ -	\$ 622,130	\$ 622,130
7	450mm Watermain Dow to 125 St.	\$ -	\$ -	\$ 1,345,968	\$ 1,345,968
8	400mm Watermain Along 125 St.	\$ -	\$ -	\$ 1,559,060	\$ 1,559,060
		<b>\$ 2,784,799</b>	<b>\$ -</b>	<b>\$ 6,956,229</b>	<b>\$ 9,741,028</b>

\*Costs are based on 2015/16 estimates.

\*\*Estimates include engineering (10%) and contingencies (10%).

A map showing the location of this infrastructure is shown below.

Location of Water Offsite Infrastructure



## B2. Water Offsite Infrastructure Grants & Contributions to Date

The MGA enables the City to allocate the costs of offsite infrastructure to future development, other than those costs that have been provided by way of special grant or contribution (i.e., contributed infrastructure). The City of Fort Saskatchewan received \$0.88 million in special grants and contributions for water offsite levy infrastructure as shown in the table below (note, if the City receives other grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is \$8.86 million.

### Special Grants and Contributions for Water Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants	Developer Agreement Contributions	Reduced Project Estimated Cost
1	400mm Watermain Along 118 St.	\$ 879,046	\$ -	\$ -	\$ 879,046
2	450mm Watermain to Area 2	\$ 2,784,799	\$ -	\$ 464,397	\$ 2,320,401
3	450mm watermain along Josephburg Road to Area 5	\$ 969,803	\$ -	\$ -	\$ 969,803
4	450mm watermain along Josephburg Road to 125 St.	\$ 1,019,324	\$ -	\$ -	\$ 1,019,324
5	450mm Watermain Area 3	\$ 560,898	\$ -	\$ 92,823	\$ 468,075
6	450mm Watermain Area 3 to DOW	\$ 622,130	\$ -	\$ 102,956	\$ 519,174
7	450mm Watermain Dow to 125 St.	\$ 1,345,968	\$ -	\$ 222,744	\$ 1,123,224
8	400mm Watermain Along 125 St.	\$ 1,559,060	\$ -	\$ -	\$ 1,559,060
		<b>\$ 9,741,028</b>	<b>\$ -</b>	<b>\$ 882,920</b>	<b>\$ 8,858,107</b>

\*\$882,920 grant received from Dow Chemical allocated to various benefitting projects.

## B3. Water Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The City anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the City's annual rate/bylaw updates.

### Water Infrastructure Staging

Item	Project Description	Construction Start Year
1	400mm Watermain Along 118 St.	2020
2	450mm Watermain to Area 2	2014
3	450mm watermain along Josephburg Road to Area 5	2020
4	450mm watermain along Josephburg Road to 125 St.	2034
5	450mm Watermain Area 3	2017
6	450mm Watermain Area 3 to DOW	2019
7	450mm Watermain Dow to 125 St.	2025
8	400mm Watermain Along 125 St.	2036

\*The share of projects constructed beyond the 25-year review period (2040) are not included in rates today (see financial oversizing in next Section).

## B4. Water Offsite Infrastructure Benefiting Parties



The water offsite infrastructure previously outlined will benefit various parties to varying degrees. During this review three potential benefiting parties were identified including:

- City of Fort Saskatchewan – a portion of the water infrastructure which is required to service existing residents.
- Other Stakeholders and Financial Oversizing – other parties (such as neighboring municipalities) that benefit from the infrastructure, as well as that portion of cost which benefits future development beyond the 25-year review period (“financial oversizing”).
- City of Fort Saskatchewan Future Development – all growth related infrastructure (i.e., levyable water infrastructure costs) during the 25-year rate planning period.

The table below outlines the allocation of water offsite levy infrastructure costs to benefiting parties. Project allocations were determined by City engineering staff.

Allocation of Water Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share & Financial Oversizing %	OSL / Developer Share %
1	400mm Watermain Along 118 St.	\$ 879,046		16.0%	84.0%
2	450mm Watermain to Area 2	\$ 2,320,401		0.0%	100.0%
3	450mm watermain along Josephburg Road to Area 5	\$ 969,803		16.0%	84.0%
4	450mm watermain along Josephburg Road to 125 St.	\$ 1,019,324		72.0%	28.0%
5	450mm Watermain Area 3	\$ 468,075		4.0%	96.0%
6	450mm Watermain Area 3 to DOW	\$ 519,174		12.0%	88.0%
7	450mm Watermain Dow to 125 St.	\$ 1,123,224		36.0%	64.0%
8	400mm Watermain Along 125 St.	\$ 1,559,060		80.0%	20.0%
		<b>\$ 8,858,107</b>			

\*Financial oversizing is determined by separating out the pro rata portion of developer cost beyond the 25-year review period, in comparison with the anticipated year of construction. As the years move forward and rates are updated, these additional developer costs will be included in rate calculations. Oversizing shown as 100% reflects projects constructed entirely beyond the 25-year review period.

## B5. Existing Receipts & Adjusted Levy Cost

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately \$6.10 million. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. The City has collected \$2.66 million in offsite levies to date. This results in an adjusted offsite levy cost of approximately \$3.43 million.

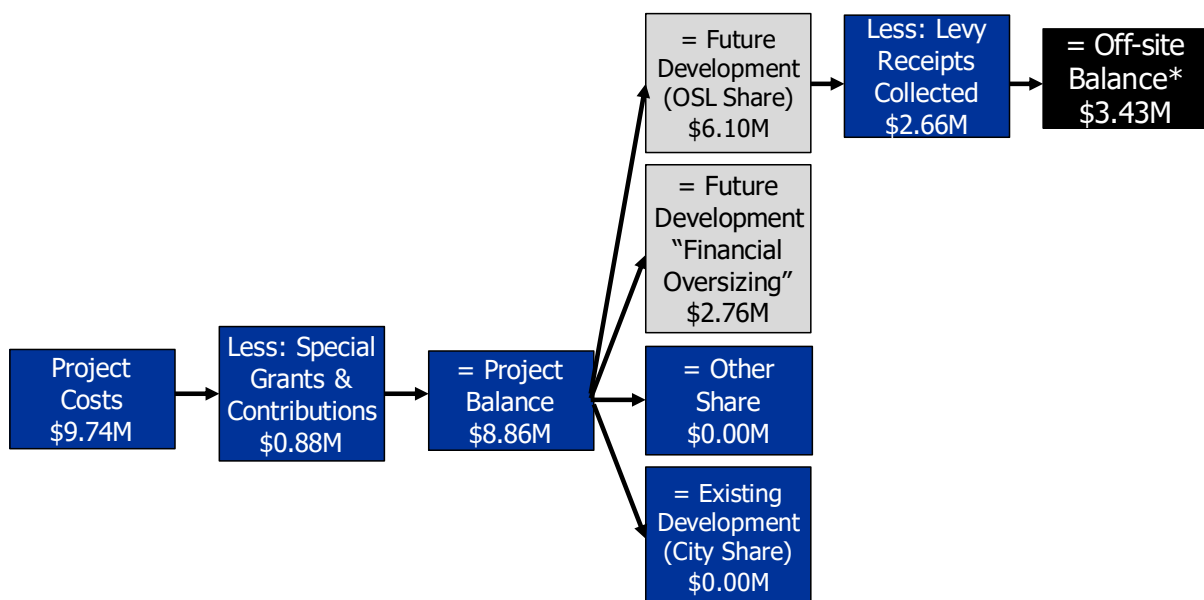
Offsite Levy Funds Collected to Date & Adjusted Levy Cost

Item	Project Description	Developer Cost (Leviable Costs)	Offsite Levy Funds Collected to Dec 31, 2015	Offsite Levy Funds Collected Starting Jan 1, 2016	Adjusted Developer (Levy) Cost
1	400mm Watermain Along 118 St.	\$ 738,399	\$ 240,285	\$ -	\$ 498,114
2	450mm Watermain to Area 2	\$ 2,320,401	\$ 761,217	\$ -	\$ 1,559,184
3	450mm watermain along Josephburg Road to Area 5	\$ 814,634	\$ 265,093	\$ -	\$ 549,541
4	450mm watermain along Josephburg Road to 125 St.	\$ 285,411	\$ 278,629	\$ -	\$ 6,781
5	450mm Watermain Area 3	\$ 449,352	\$ 153,320	\$ -	\$ 296,032
6	450mm Watermain Area 3 to DOW	\$ 456,873	\$ 170,057	\$ -	\$ 286,815
7	450mm Watermain Dow to 125 St.	\$ 718,863	\$ 367,917	\$ -	\$ 350,947
8	400mm Watermain Along 125 St.	\$ 311,812	\$ 426,165	\$ -	\$ (114,353)
		<b>\$ 6,095,746</b>	<b>\$ 2,662,683</b>	<b>\$ -</b>	<b>\$ 3,433,063</b>

\*Offsite levies collected to Dec. 31<sup>st</sup>, 2015 were allocated to projects based on the pro rata proportion of total estimated project cost.

**B6. Summary of Water Offsite Levy Cost Flow-through**

As shown in the figure below, the total cost for water infrastructure that forms the basis of the rate is approximately \$3.43 million. The cost allocations to each benefitting party are based on the benefitting percentages shown in Section B4. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Water Offsite Levy Costs**B7. Water Infrastructure Benefiting Areas**

Net developer costs for each project have been allocated to multiple benefitting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers. Benefiting areas were determined by the City engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Water Offsite Infrastructure

Item	Project Description	Developer Cost	1.0	2.0	3.0	4.0	5.0	6.0	7.0
1	400mm Watermain Along 118 St.	\$ 498,114	1	1					
2	450mm Watermain to Area 2	\$ 1,559,184	1	1	1	1	1	1	1
3	450mm watermain along Josephburg Road to Area 5	\$ 549,541			1	1	1	1	1
4	450mm watermain along Josephburg Road to 125 St.	\$ 6,781			1	1	1	1	1
5	450mm Watermain Area 3	\$ 296,032			1	1	1		
6	450mm Watermain Area 3 to DOW	\$ 286,815			1	1	1		
7	450mm Watermain Dow to 125 St.	\$ 350,947			1	1	1		
8	400mm Watermain Along 125 St.	\$ (114,353)			1	1	1		
		\$ 3,433,063							

**B8. Reserve Balance**

In accordance with the MGA, 4 reserves/accounts need to be created (one each for transportation, water, sanitary, and stormwater). At December 31<sup>st</sup>, 2015, the balance of the City's Light/Medium industrial Area water reserve is \$0, as shown in the table below. A reconciliation of activities from the exiting reserve and allocation to the new reserves is provided in Appendix G.

The City also needs to establish a set of “sub-ledgers” to track the amounts due to front-ending parties, including interest impacts in accordance with the interest rates underpinning the bylaw.

Water Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Offsite Levy Expenditures to December 31, 2015		\$ 2,784,798.82	\$ (2,784,798.82)
Offsite Levy Receipt Allocations to December 31, 2015	\$ 2,662,683.06		\$ (122,115.76)
Interest Accrued to December 31, 2015	\$ 122,115.76		\$ (0.00)
Unallocated Receipts to December 31, 2015			\$ (0.00)
<b>Opening Balance</b>			<b>\$ (0.00)</b>

**B9. Development and Water Infrastructure Staging Impacts**

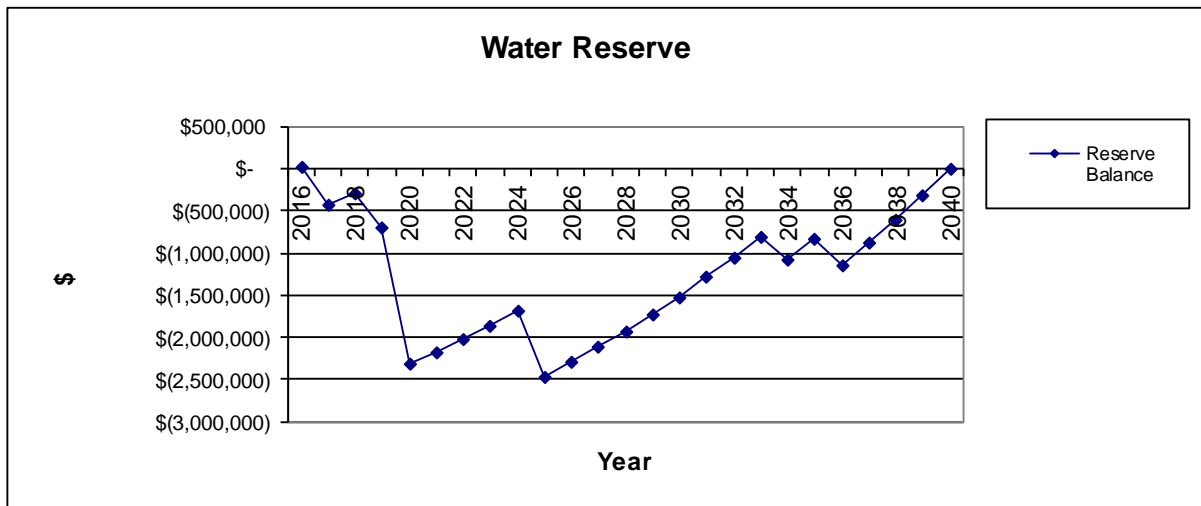
Water offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of water infrastructure from time to time—front ending of infrastructure will be required. A front-ender is the party that constructs and pays up front for infrastructure that benefits other parties.

In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a 2.9%<sup>3</sup> interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a 1% interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph and table below outline the forecast water levy reserve balances over the 25-year development period.

<sup>3</sup> The 20-year debenture rate at the Alberta Capital Finance Authority is currently ~2.9%.

If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the City, nor are they charged too little thereby placing an unequitable burden on taxpayers).

Anticipated Water Offsite Levy Reserve Balances



Anticipated Water Offsite Levy Reserve Balances

			Opening Balance	\$ (0)
Year	Receipts	Expenditure	Interest	Balance
2016	\$ 15,108	\$ -	\$ 151	\$ 15,259
2017	\$ 31,123	\$ 462,833	\$ (12,077)	\$ (428,527)
2018	\$ 150,518	\$ -	\$ (8,062)	\$ (286,072)
2019	\$ 105,634	\$ 499,237	\$ (19,711)	\$ (699,385)
2020	\$ 197,148	\$ 1,747,952	\$ (65,256)	\$ (2,315,446)
2021	\$ 203,062	\$ -	\$ (61,259)	\$ (2,173,643)
2022	\$ 209,154	\$ -	\$ (56,970)	\$ (2,021,459)
2023	\$ 215,429	\$ -	\$ (52,375)	\$ (1,858,405)
2024	\$ 221,891	\$ -	\$ (47,459)	\$ (1,683,973)
2025	\$ 228,548	\$ 937,953	\$ (69,408)	\$ (2,462,786)
2026	\$ 235,405	\$ -	\$ (64,594)	\$ (2,291,975)
2027	\$ 242,467	\$ -	\$ (59,436)	\$ (2,108,944)
2028	\$ 234,280	\$ -	\$ (54,365)	\$ (1,929,030)
2029	\$ 241,308	\$ -	\$ (48,944)	\$ (1,736,665)
2030	\$ 263,121	\$ -	\$ (42,733)	\$ (1,516,277)
2031	\$ 271,014	\$ -	\$ (36,113)	\$ (1,281,376)
2032	\$ 263,684	\$ -	\$ (29,513)	\$ (1,047,205)
2033	\$ 253,671	\$ -	\$ (23,012)	\$ (816,546)
2034	\$ 261,281	\$ 485,893	\$ (30,194)	\$ (1,071,351)
2035	\$ 269,120	\$ -	\$ (23,265)	\$ (825,496)
2036	\$ 277,193	\$ 563,167	\$ (32,233)	\$ (1,143,703)
2037	\$ 285,509	\$ -	\$ (24,888)	\$ (883,081)
2038	\$ 294,074	\$ -	\$ (17,081)	\$ (606,088)
2039	\$ 302,897	\$ -	\$ (8,793)	\$ (311,984)
2040	\$ 311,984	\$ -	\$ 0	\$ 0

## APPENDIX C: SANITARY OFFSITE INFRASTRUCTURE

### C1. Sanitary Offsite Infrastructure Costs

In order to support future growth, sanitary offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately \$9.28 million as outlined in the table below. Actual costs, debenture interest (if any), and cost estimates were provided by City engineering staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support future development during the 25-year review period. The remainder of this section outlines how the “net” costs for future development are determined.

#### Summary of Sanitary Offsite Infrastructure

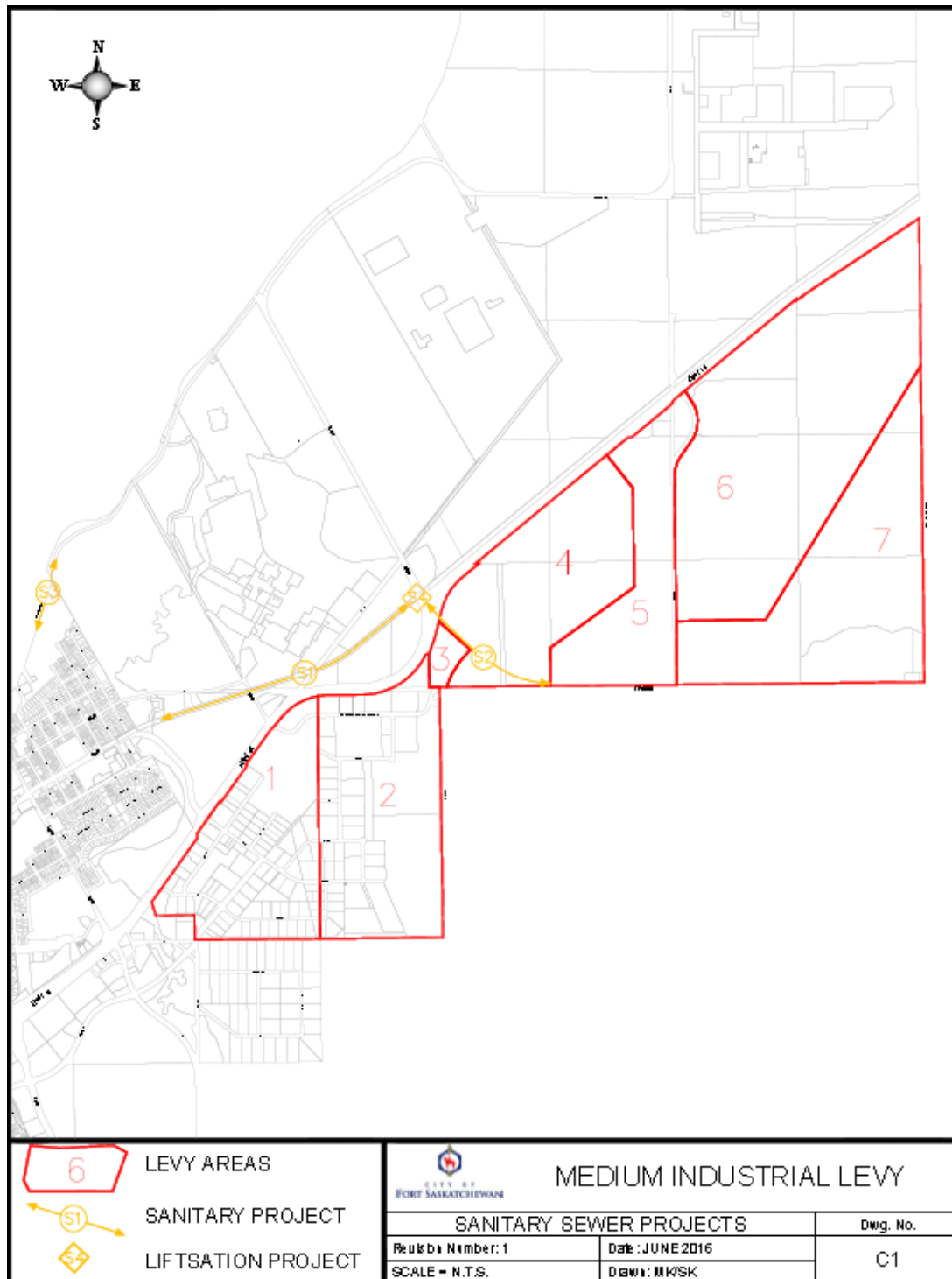
Item	Project Description	Cost of Completed Work	Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	\$ -	\$ -	\$ 1,541,610	\$ 1,541,610
2	900mm Sanitary Trunk Along Josephburg Rd	\$ -	\$ -	\$ 2,056,483	\$ 2,056,483
3	Ross Creek Trunk Twinning	\$ -	\$ -	\$ 998,426	\$ 998,426
4	Sanitary Lift Station at 119 St	\$ -	\$ -	\$ 4,680,000	\$ 4,680,000
		\$ -	\$ -	\$ 9,276,519	\$ 9,276,519

\*Costs are based on 2015/16 estimates.

\*\*Estimates include engineering (10%) and contingencies (10%).

A map showing the location of this infrastructure is shown below.

Location of Sanitary Offsite Infrastructure





## C2. Sanitary Offsite Infrastructure Grants & Contributions to Date

The MGA enables the City to allocate the costs of offsite infrastructure to future development, other than those costs that have been provided by way of special grant or contribution (i.e., contributed infrastructure). The City of Fort Saskatchewan has not received any special grants or contributions for sanitary offsite levy infrastructure as shown in the table below (note, if the City receives additional grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is \$9.28 million.

### Special Grants and Contributions for Sanitary Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Grants	Developer Agreement Contributions	Reduced Project Estimated Cost
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	\$ 1,541,610	\$ -	\$ -	\$ 1,541,610
2	900mm Sanitary Trunk Along Josephburg Rd	\$ 2,056,483	\$ -	\$ -	\$ 2,056,483
3	Ross Creek Trunk Twinning	\$ 998,426	\$ -	\$ -	\$ 998,426
4	Sanitary Lift Station at 119 St	\$ 4,680,000	\$ -	\$ -	\$ 4,680,000
		<b>\$ 9,276,519</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,276,519</b>

## C3. Sanitary Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The City anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the City's annual rate/bylaw updates.

### Sanitary Infrastructure Staging

Item	Project Description	Construction Start Year
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	2019
2	900mm Sanitary Trunk Along Josephburg Rd	2020
3	Ross Creek Trunk Twinning	2018
4	Sanitary Lift Station at 119 St	2019

\*The share of projects constructed beyond the 25-year review period (2040) are not included in rates today (see financial oversizing in next Section).

## C4. Sanitary Offsite Infrastructure Benefiting Parties

The sanitary offsite infrastructure previously outlined will benefit various parties to varying degrees. During this review three potential benefiting parties were identified including:

- City of Fort Saskatchewan – a portion of the sanitary infrastructure which is required to service existing residents.

- Other Stakeholders and Financial Oversizing – other parties (such as neighboring municipalities) that benefit from the infrastructure, as well as that portion of cost which benefits future development beyond the 25-year review period (“financial oversizing”).
- City of Fort Saskatchewan Future Development – all growth related infrastructure (i.e., levyable sanitary infrastructure costs) during the 25-year rate planning period.

The table below outlines the allocation of sanitary offsite levy infrastructure costs to benefiting parties. Project allocations were determined by City engineering staff.

#### Allocation of Sanitary Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share & Financial Oversizing %	OSL / Developer Share %
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	\$ 1,541,610		12.0%	88.0%
2	900mm Sanitary Trunk Along Josephburg Rd	\$ 2,056,483		16.0%	84.0%
3	Ross Creek Trunk Twinning	\$ 998,426		8.0%	92.0%
4	Sanitary Lift Station at 119 St	\$ 4,680,000		12.0%	88.0%
		<b>\$ 9,276,519</b>			

\*Financial oversizing is determined by separating out the pro rata portion of developer cost beyond the 25-year review period, in comparison with the anticipated year of construction. As the years move forward and rates are updated, these additional developer costs will be included in rate calculations. Oversizing shown as 100% reflects projects constructed entirely beyond the 25-year review period.

## **C5. Existing Receipts & Adjusted Levy Cost**

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately \$8.12 million. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. The City has collected \$1.11 million in offsite levies to date. This results in an adjusted offsite levy cost of approximately \$7.01 million.

#### Offsite Levy Funds Collected to Date & Adjusted Levy Cost

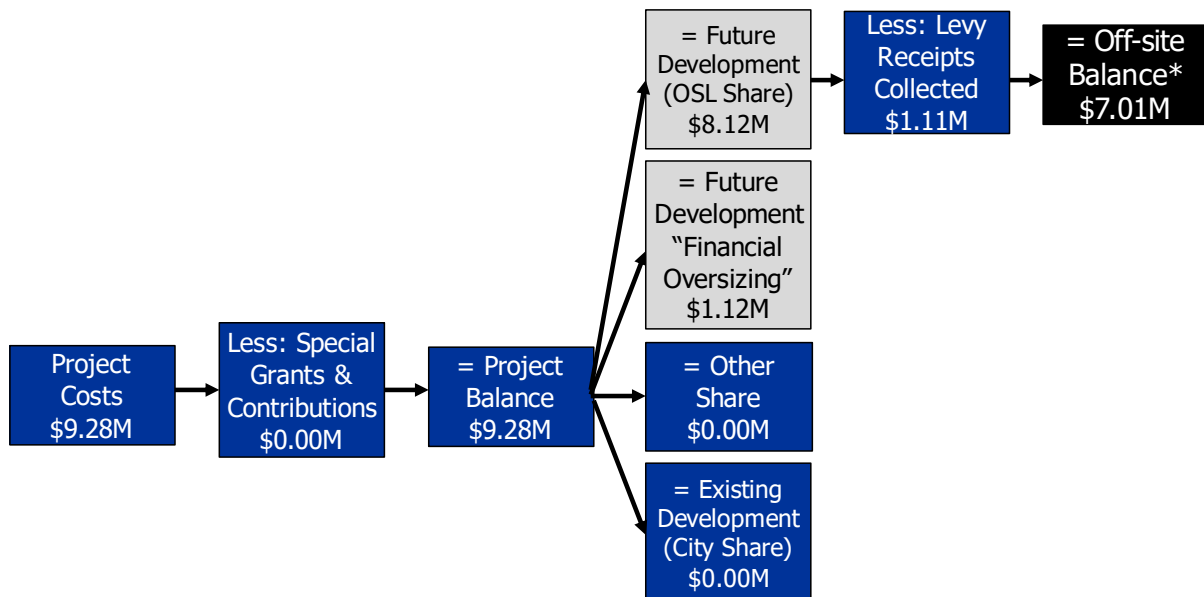
Item	Project Description	Developer Cost (Leviable Costs)	Offsite Levy Funds Collected to Dec 31, 2015	Offsite Levy Funds Collected Starting Jan 1, 2016	Adjusted Developer (Levy) Cost
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	\$ 1,356,617	\$ 184,948	\$ -	\$ 1,171,669
2	900mm Sanitary Trunk Along Josephburg Rd	\$ 1,727,446	\$ 246,717	\$ -	\$ 1,480,729
3	Ross Creek Trunk Twinning	\$ 918,552	\$ 119,782	\$ -	\$ 798,770
4	Sanitary Lift Station at 119 St	\$ 4,118,400	\$ 561,462	\$ -	\$ 3,556,938
		<b>\$ 8,121,015</b>	<b>\$ 1,112,909</b>	<b>\$ -</b>	<b>\$ 7,008,106</b>

\*Offsite levies collected to Dec. 31st, 2015 were allocated to projects based on the pro rata proportion of total estimated project cost.

## C6. Summary of Sanitary Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for sanitary infrastructure that forms the basis of the rate is approximately \$7.01 million. The cost allocations to each benefitting party are based on the benefitting percentages shown in Section C4. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Sanitary Offsite Levy Costs



## C7. Sanitary Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefitting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers. Benefiting areas were determined by the City engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Sanitary Offsite Infrastructure

Item	Project Description	Developer Cost	1.0	2.0	3.0	4.0	5.0	6.0	7.0
1	450mm Forcemain Along CNR Right of Way to 119 St Intersection	\$ 1,171,669				1	1	1	1
2	900mm Sanitary Trunk Along Josephburg Rd	\$ 1,480,729				1	1	1	1
3	Ross Creek Trunk Twinning	\$ 798,770		1	1	1	1	1	1
4	Sanitary Lift Station at 119 St	\$ 3,556,938				1	1	1	1
		\$ 7,008,106							

## C8. Reserve Balance

In accordance with the MGA, 4 reserves/accounts need to be created (one each for transportation, water, sanitary, and stormwater). At December 31st, 2015, the balance of the City's Light/Medium industrial Area sanitary reserve is \$1,163,949.02, as shown in the table below. A reconciliation of activities from the exiting reserve and allocation to the new

reserves is provided in Appendix G.

The City also needs to establish a set of “sub-ledgers” to track the amounts due to front-ending parties, including interest impacts in accordance with the interest rates underpinning the bylaw.

Sanitary Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Offsite Levy Expenditures to December 31, 2015		\$ -	\$ -
Offsite Levy Receipt Allocations to December 31, 2015	\$ 1,112,908.89		\$ 1,112,908.89
Interest Accrued to December 31, 2015	\$ 51,040.14		\$ 1,163,949.02
Unallocated Receipts to December 31, 2015			\$ 1,163,949.02
<b>Opening Balance</b>			<b>\$ 1,163,949.02</b>

## C9. Development and Sanitary Infrastructure Staging Impacts

Sanitary offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of sanitary infrastructure from time to time—front ending of infrastructure will be required. A front-enders is the party that constructs and pays up front for infrastructure that benefits other parties.

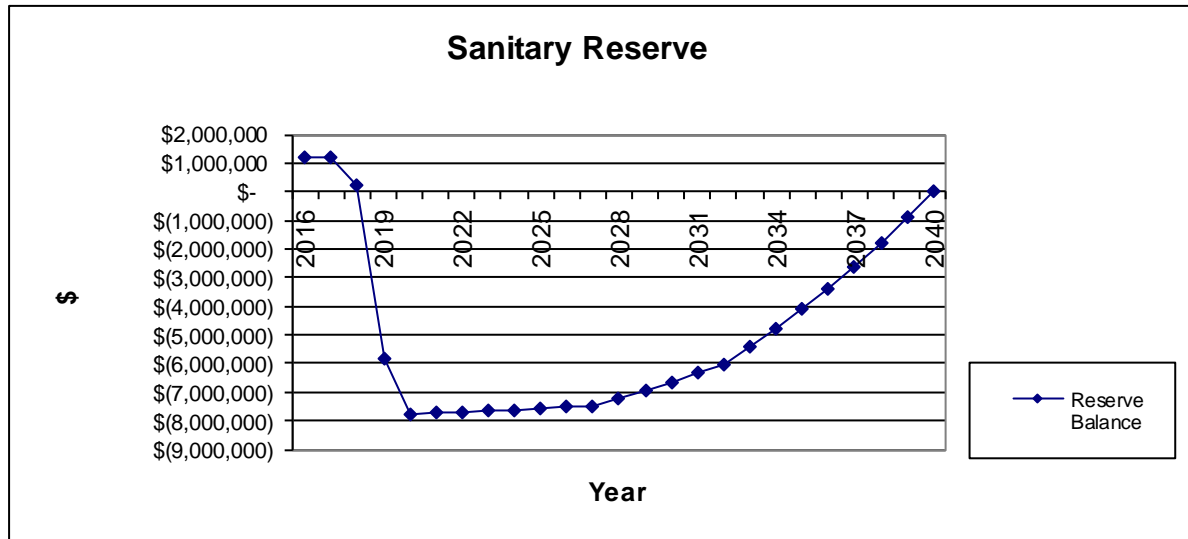
In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a 2.9%<sup>4</sup> interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a 1% interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph and table below outline the forecast water levy reserve balances over the 25-year development period.

If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the City, nor are they charged too little thereby placing an unequitable burden on taxpayers).

---

<sup>4</sup> The 20-year debenture rate at the Alberta Capital Finance Authority is currently ~2.9%.

### Anticipated Sanitary Offsite Levy Reserve Balances



### Anticipated Sanitary Offsite Levy Reserve Balances

Opening Balance				\$ 1,163,949
Year	Receipts	Expenditure	Interest	Balance
2016	\$ 3,887	\$ -	\$ 11,678	\$ 1,179,514
2017	\$ 8,006	\$ -	\$ 11,875	\$ 1,199,396
2018	\$ 28,863	\$ 974,492	\$ 2,538	\$ 256,305
2019	\$ 70,766	\$ 5,982,699	\$ (164,013)	\$ (5,819,641)
2020	\$ 230,314	\$ 1,944,256	\$ (218,474)	\$ (7,752,057)
2021	\$ 237,223	\$ -	\$ (217,930)	\$ (7,732,764)
2022	\$ 244,340	\$ -	\$ (217,164)	\$ (7,705,588)
2023	\$ 251,670	\$ -	\$ (216,164)	\$ (7,670,082)
2024	\$ 259,220	\$ -	\$ (214,915)	\$ (7,625,776)
2025	\$ 256,854	\$ -	\$ (213,699)	\$ (7,582,621)
2026	\$ 259,337	\$ -	\$ (212,375)	\$ (7,535,659)
2027	\$ 267,117	\$ -	\$ (210,788)	\$ (7,479,330)
2028	\$ 452,386	\$ -	\$ (203,781)	\$ (7,230,725)
2029	\$ 465,957	\$ -	\$ (196,178)	\$ (6,960,946)
2030	\$ 479,936	\$ -	\$ (187,949)	\$ (6,668,959)
2031	\$ 494,334	\$ -	\$ (179,064)	\$ (6,353,689)
2032	\$ 509,164	\$ -	\$ (169,491)	\$ (6,014,016)
2033	\$ 749,199	\$ -	\$ (152,680)	\$ (5,417,497)
2034	\$ 771,675	\$ -	\$ (134,729)	\$ (4,780,551)
2035	\$ 794,825	\$ -	\$ (115,586)	\$ (4,101,312)
2036	\$ 818,670	\$ -	\$ (95,197)	\$ (3,377,839)
2037	\$ 843,230	\$ -	\$ (73,504)	\$ (2,608,113)
2038	\$ 868,527	\$ -	\$ (50,448)	\$ (1,790,034)
2039	\$ 894,583	\$ -	\$ (25,968)	\$ (921,420)
2040	\$ 921,420	\$ -	\$ (0)	\$ (0)

## APPENDIX D: TRANSPORTATION OFFSITE INFRASTRUCTURE

### D1. Transportation Offsite Infrastructure Costs

In order to support future growth, transportation offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately \$7.68 million as outlined in the table below. Actual costs, debenture interest (if any), and cost estimates were provided by City engineering staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support future development during the 25-year review period. The remainder of this section outlines how the “net” costs for future development are determined.

#### Summary of Transportation Offsite Infrastructure

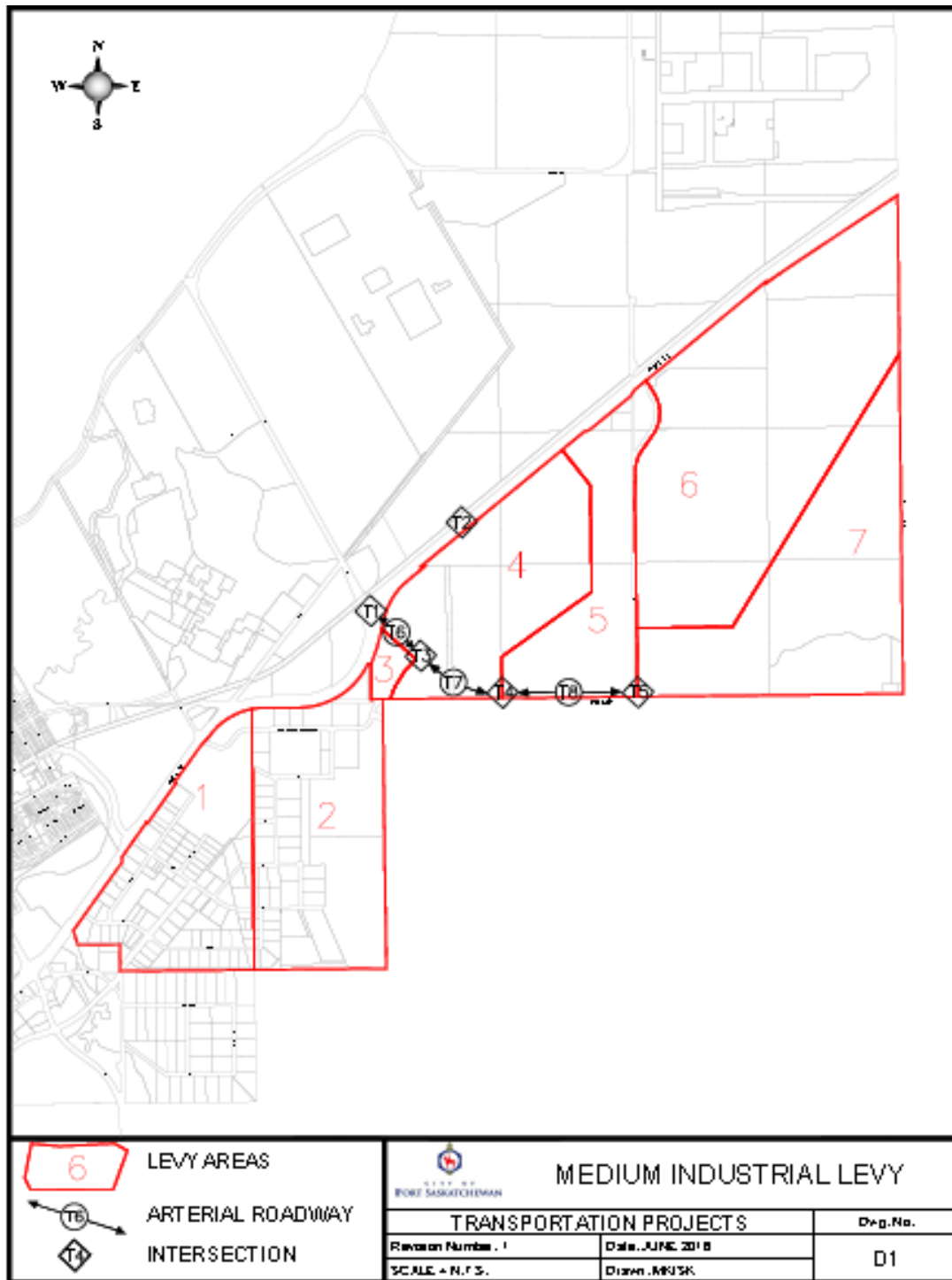
Item	Project Description	Cost of Completed Work	Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	119 St & Hwy 15 Intersection	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000
2	Dow Main Gate & Hwy 15 Intersection	\$ -	\$ -	\$ 1,620,000	\$ 1,620,000
3	Josephburg Road and 1st Road Intersection	\$ -	\$ -	\$ 360,000	\$ 360,000
4	Josephburg Road and Unamed Road Intersection	\$ -	\$ -	\$ 360,000	\$ 360,000
5	Josephburg Road and RR 221 Intersection	\$ -	\$ -	\$ 360,000	\$ 360,000
6	Josephburg Road from Highway to 1st Intersection	\$ -	\$ -	\$ 795,605	\$ 795,605
7	Josephburg Road from 1st Intersection to 2nd Intersection	\$ -	\$ -	\$ 1,332,927	\$ 1,332,927
8	Josephburg Road-Finish up to RR 221	\$ -	\$ -	\$ 929,359	\$ 929,359
9	Josephburg Road North ASP	\$ 118,301	\$ -	\$ -	\$ 118,301
		<b>\$ 118,301</b>	<b>\$ -</b>	<b>\$ 7,557,892</b>	<b>\$ 7,676,193</b>

\*Costs are based on 2015/16 estimates.

\*\*Estimates include engineering (10%) and contingencies (10%).

A map showing the location of this infrastructure is shown below.

Location of Transportation Offsite Infrastructure





## D2. Transportation Offsite Infrastructure Grants & Contributions to Date

The MGA enables the City to allocate the costs of offsite infrastructure to future development, other than those costs that have been provided by way of special grant or contribution (i.e., contributed infrastructure). The City of Fort Saskatchewan has not received any special grants or contributions for transportation offsite levy infrastructure as shown in the table below (note, if the City receives other grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is \$7.68 million.

### Special Grants and Contributions for Transportation Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants	Developer Agreement Contributions	Reduced Project Estimated Cost
1	119 St & Hwy 15 Intersection	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000
2	Dow Main Gate & Hwy 15 Intersection	\$ 1,620,000	\$ -	\$ -	\$ 1,620,000
3	Josephburg Road and 1st Road Intersection	\$ 360,000	\$ -	\$ -	\$ 360,000
4	Josephburg Road and Unamed Road Intersection	\$ 360,000	\$ -	\$ -	\$ 360,000
5	Josephburg Road and RR 221 Intersection	\$ 360,000	\$ -	\$ -	\$ 360,000
6	Josephburg Road from Highway to 1st Intersection	\$ 795,605	\$ -	\$ -	\$ 795,605
7	Josephburg Road from 1st Intersection to 2nd Intersection	\$ 1,332,927	\$ -	\$ -	\$ 1,332,927
8	Josephburg Road-Finish up to RR 221	\$ 929,359	\$ -	\$ -	\$ 929,359
9	Josephburg Road North ASP	\$ 118,301	\$ -	\$ -	\$ 118,301
		<b>\$ 7,676,193</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,676,193</b>

## D3. Transportation Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The City anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the City's annual rate/bylaw updates.

### Transportation Infrastructure Staging

Item	Project Description	Construction Start Year
1	119 St & Hwy 15 Intersection	2017
2	Dow Main Gate & Hwy 15 Intersection	2020
3	Josephburg Road and 1st Road Intersection	2020
4	Josephburg Road and Unamed Road Intersection	2023
5	Josephburg Road and RR 221 Intersection	2037
6	Josephburg Road from Highway to 1st Intersection	2017
7	Josephburg Road from 1st Intersection to 2nd Intersection	2020
8	Josephburg Road-Finish up to RR 221	2034
9	Josephburg Road North ASP	2010

\*The share of projects constructed beyond the 25-year review period (2040) are not included in rates today (see financial oversizing in next Section).

## D4. Transportation Offsite Infrastructure Benefiting Parties

The transportation offsite infrastructure previously outlined will benefit various parties to varying degrees. During this review three potential benefiting parties were identified including:

- City of Fort Saskatchewan – a portion of the transportation infrastructure which is required to service existing residents.
- Other Stakeholders and Financial Oversizing – other parties (such as neighboring municipalities) that benefit from the infrastructure, as well as that portion of cost which benefits future development beyond the 25-year review period (“financial oversizing”).
- City of Fort Saskatchewan Future Development – all growth related infrastructure (i.e., levyable transportation infrastructure costs) during the 25-year rate planning period.

The table below outlines the allocation of transportation offsite levy infrastructure costs to benefiting parties. Project allocations were determined by City engineering staff.

Allocation of Transportation Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share & Financial Oversizing %	OSL / Developer Share %
1	119 St & Hwy 15 Intersection	\$ 1,800,000	11.5%	3.5%	85.0%
2	Dow Main Gate & Hwy 15 Intersection	\$ 1,620,000		16.0%	84.0%
3	Josephburg Road and 1st Road Intersection	\$ 360,000		16.0%	84.0%
4	Josephburg Road and Unamed Road Intersection	\$ 360,000		28.0%	72.0%
5	Josephburg Road and RR 221 Intersection	\$ 360,000		84.0%	16.0%
6	Josephburg Road from Highway to 1st Intersection	\$ 795,605		4.0%	96.0%
7	Josephburg Road from 1st Intersection to 2nd Intersection	\$ 1,332,927		16.0%	84.0%
8	Josephburg Road-Finish up to RR 221	\$ 929,359		72.0%	28.0%
9	Josephburg Road North ASP	\$ 118,301		0.0%	100.0%
		<b>\$ 7,676,193</b>			

\*Municipal share of Project #1 established by City staff utilizing TIA traffic volumes.

\*\*Financial oversizing is determined by separating out the pro rata portion of developer cost beyond the 25-year review period, in comparison with the anticipated year of construction. As the years move forward and rates are updated, these additional developer costs will be included in rate calculations. Oversizing shown as 100% reflects projects constructed entirely beyond the 25-year review period.

## D5. Existing Receipts & Adjusted Levy Cost

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately \$5.77 million. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. The City has collected \$0.84 million in offsite levies to date. This results in an adjusted offsite levy cost of approximately \$4.93 million.

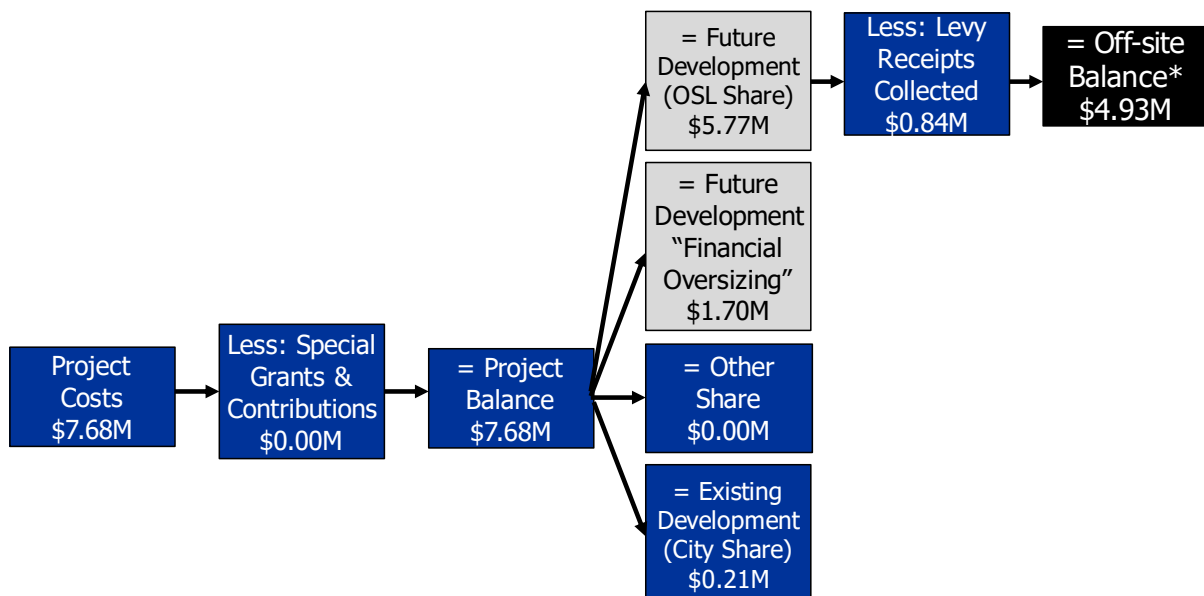
Offsite Levy Funds Collected to Date & Adjusted Levy Cost

Item	Project Description	Developer Cost (Leviable Costs)	Offsite Levy Funds Collected to Dec 31, 2015	Offsite Levy Funds Collected Starting Jan 1, 2016	Adjusted Developer (Levy) Cost
1	119 St & Hwy 15 Intersection	\$ 1,529,280	\$ 196,223	\$ -	\$ 1,333,057
2	Dow Main Gate & Hwy 15 Intersection	\$ 1,360,800	\$ 176,601	\$ -	\$ 1,184,199
3	Josephburg Road and 1st Road Intersection	\$ 302,400	\$ 39,245	\$ -	\$ 263,155
4	Josephburg Road and Unamed Road Intersection	\$ 259,200	\$ 39,245	\$ -	\$ 219,955
5	Josephburg Road and RR 221 Intersection	\$ 57,600	\$ 39,245	\$ -	\$ 18,355
6	Josephburg Road from Highway to 1st Intersection	\$ 763,781	\$ 86,731	\$ -	\$ 677,050
7	Josephburg Road from 1st Intersection to 2nd Intersection	\$ 1,119,659	\$ 145,306	\$ -	\$ 974,353
8	Josephburg Road-Finish up to RR 221	\$ 260,221	\$ 101,312	\$ -	\$ 158,909
9	Josephburg Road North ASP	\$ 118,301	\$ 12,896	\$ -	\$ 105,405
		<b>\$ 5,771,242</b>	<b>\$ 836,803</b>	<b>\$ -</b>	<b>\$ 4,934,438</b>

\*Offsite levies collected to Dec. 31<sup>st</sup>, 2015 were allocated to projects based on the pro rata proportion of total estimated project cost.

**D6. Summary of Transportation Offsite Levy Cost Flow-through**

As shown in the figure below, the total cost for transportation infrastructure that forms the basis of the rate is approximately \$4.93 million. The cost allocations to each benefitting party are based on the benefitting percentages shown in Section D4. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Transportation Offsite Levy Costs**D7. Transportation Infrastructure Benefiting Areas**

Net developer costs for each project have been allocated to multiple benefitting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers.

Benefiting areas were determined by the City engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Transportation Offsite Infrastructure

Item	Project Description	Developer Cost	1.0	2.0	3.0	4.0	5.0	6.0	7.0
1	119 St & Hwy 15 Intersection	\$ 1,333,057	1	1	1	1	1	1	1
2	Dow Main Gate & Hwy 15 Intersection	\$ 1,184,199	1	1	1	1	1	1	1
3	Josephburg Road and 1st Road Intersection	\$ 263,155	1	1	1	1	1	1	1
4	Josephburg Road and Unamed Road Intersection	\$ 219,955	1	1	1	1	1	1	1
5	Josephburg Road and RR 221 Intersection	\$ 18,355	1	1	1	1	1	1	1
6	Josephburg Road from Highway to 1st Intersection	\$ 677,050	1	1	1	1	1	1	1
7	Josephburg Road from 1st Intersection to 2nd Intersection	\$ 974,353	1	1	1	1	1	1	1
8	Josephburg Road-Finish up to RR 221	\$ 158,909	1	1	1	1	1	1	1
9	Josephburg Road North ASP	\$ 105,405	1	1	1	1	1	1	1
		<b>\$ 4,934,438</b>							

## D8. Reserve Balance

In accordance with the MGA, 4 reserves/accounts need to be created (one each for transportation, water, sanitary, and stormwater). At December 31<sup>st</sup>, 2015, the balance of the City's Light/Medium industrial Area transportation reserve is \$759,879.62, as shown in the table below. A reconciliation of activities from the exiting reserve and allocation to the new reserves is provided in Appendix G.

The City also needs to establish a set of "sub-ledgers" to track the amounts due to front-ending parties, including interest impacts in accordance with the interest rates underpinning the bylaw.

Transportation Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Offsite Levy Expenditures to December 31, 2015		\$ 118,301.24	\$ (118,301.24)
Offsite Levy Receipt Allocations to December 31, 2015	\$ 836,803.45		\$ 718,502.21
Interest Accrued to December 31, 2015	\$ 38,377.41		\$ 756,879.62
Unallocated Receipts to December 31, 2015	\$ -		\$ 756,879.62
<b>Opening Balance</b>			<b>\$ 756,879.62</b>

## D9. Development and Transportation Infrastructure Staging Impacts

Transportation offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of transportation infrastructure from time to time—front ending of infrastructure will be required. A front-ender is the party that constructs and pays up front for infrastructure that benefits other parties.

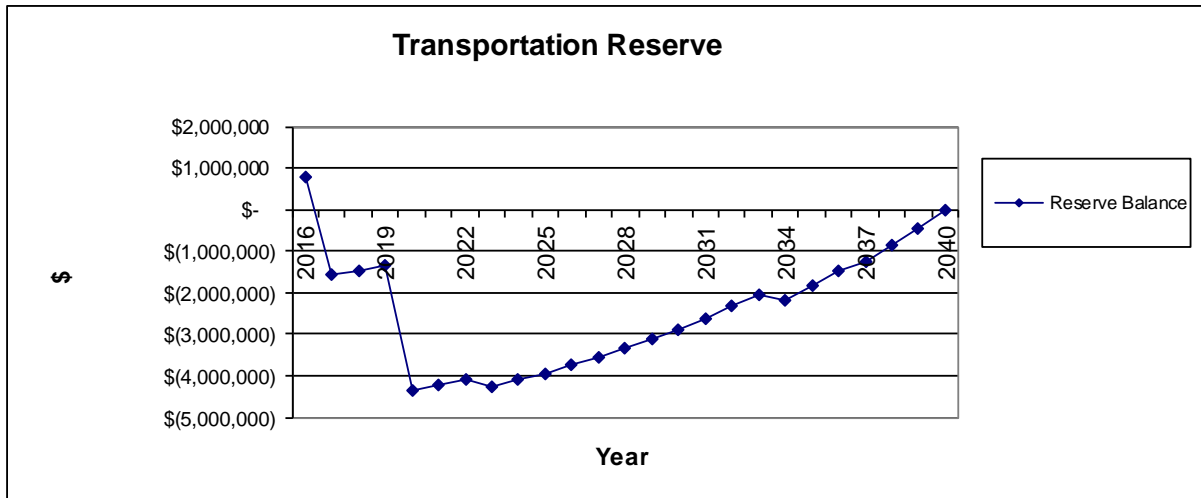
In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a 2.9%<sup>5</sup> interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a 1% interest credit has been provided to the reserve

<sup>5</sup> The 20-year debenture rate at the Alberta Capital Finance Authority is currently ~2.9%.

when it is forecast to be in a positive balance. The graph and table below outline the forecast transportation levy reserve balances over the 25-year development period.

If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the City, nor are they charged too little thereby placing an unequitable burden on taxpayers).

Anticipated Transportation Offsite Levy Reserve Balances



Anticipated Transportation Offsite Levy Reserve Balances

			Reserve Balance	\$ 756,880
Year	Receipts	Expenditure	Interest	Balance
2016	\$ 21,541	\$ -	\$ 7,784	\$ 786,205
2017	\$ 44,375	\$ 2,361,853	\$ (44,407)	\$ (1,575,680)
2018	\$ 159,971	\$ -	\$ (41,056)	\$ (1,456,764)
2019	\$ 141,232	\$ -	\$ (38,150)	\$ (1,353,682)
2020	\$ 242,448	\$ 3,132,132	\$ (123,058)	\$ (4,366,424)
2021	\$ 249,722	\$ -	\$ (119,384)	\$ (4,236,087)
2022	\$ 257,213	\$ -	\$ (115,387)	\$ (4,094,261)
2023	\$ 264,930	\$ 318,783	\$ (120,295)	\$ (4,268,410)
2024	\$ 272,878	\$ -	\$ (115,870)	\$ (4,111,403)
2025	\$ 281,064	\$ -	\$ (111,080)	\$ (3,941,419)
2026	\$ 289,496	\$ -	\$ (105,906)	\$ (3,757,828)
2027	\$ 298,181	\$ -	\$ (100,330)	\$ (3,559,978)
2028	\$ 307,126	\$ -	\$ (94,333)	\$ (3,347,184)
2029	\$ 316,340	\$ -	\$ (87,894)	\$ (3,118,739)
2030	\$ 325,830	\$ -	\$ (80,994)	\$ (2,873,903)
2031	\$ 335,605	\$ -	\$ (73,611)	\$ (2,611,909)
2032	\$ 345,673	\$ -	\$ (65,721)	\$ (2,331,956)
2033	\$ 356,043	\$ -	\$ (57,301)	\$ (2,033,214)
2034	\$ 366,725	\$ 443,008	\$ (61,175)	\$ (2,170,673)
2035	\$ 377,726	\$ -	\$ (51,995)	\$ (1,844,942)
2036	\$ 389,058	\$ -	\$ (42,221)	\$ (1,498,105)
2037	\$ 400,730	\$ 107,153	\$ (34,931)	\$ (1,239,459)
2038	\$ 412,752	\$ -	\$ (23,975)	\$ (850,682)
2039	\$ 425,134	\$ -	\$ (12,341)	\$ (437,888)
2040	\$ 437,888	\$ -	\$ (0)	\$ (0)

## APPENDIX E: STORMWATER OFFSITE INFRASTRUCTURE

### E1. Stormwater Offsite Infrastructure Costs

In order to support future growth, stormwater offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately \$2.40 million as outlined in the table below. Actual costs, debenture interest (if any), and cost estimates were provided by City engineering staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support future development during the 25-year review period. The remainder of this section outlines how the “net” costs for future development are determined.

#### Summary of Stormwater Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Real Time Control System	\$ -	\$ -	\$ 2,400,000	\$ 2,400,000
		\$ -	\$ -	\$ 2,400,000	\$ 2,400,000

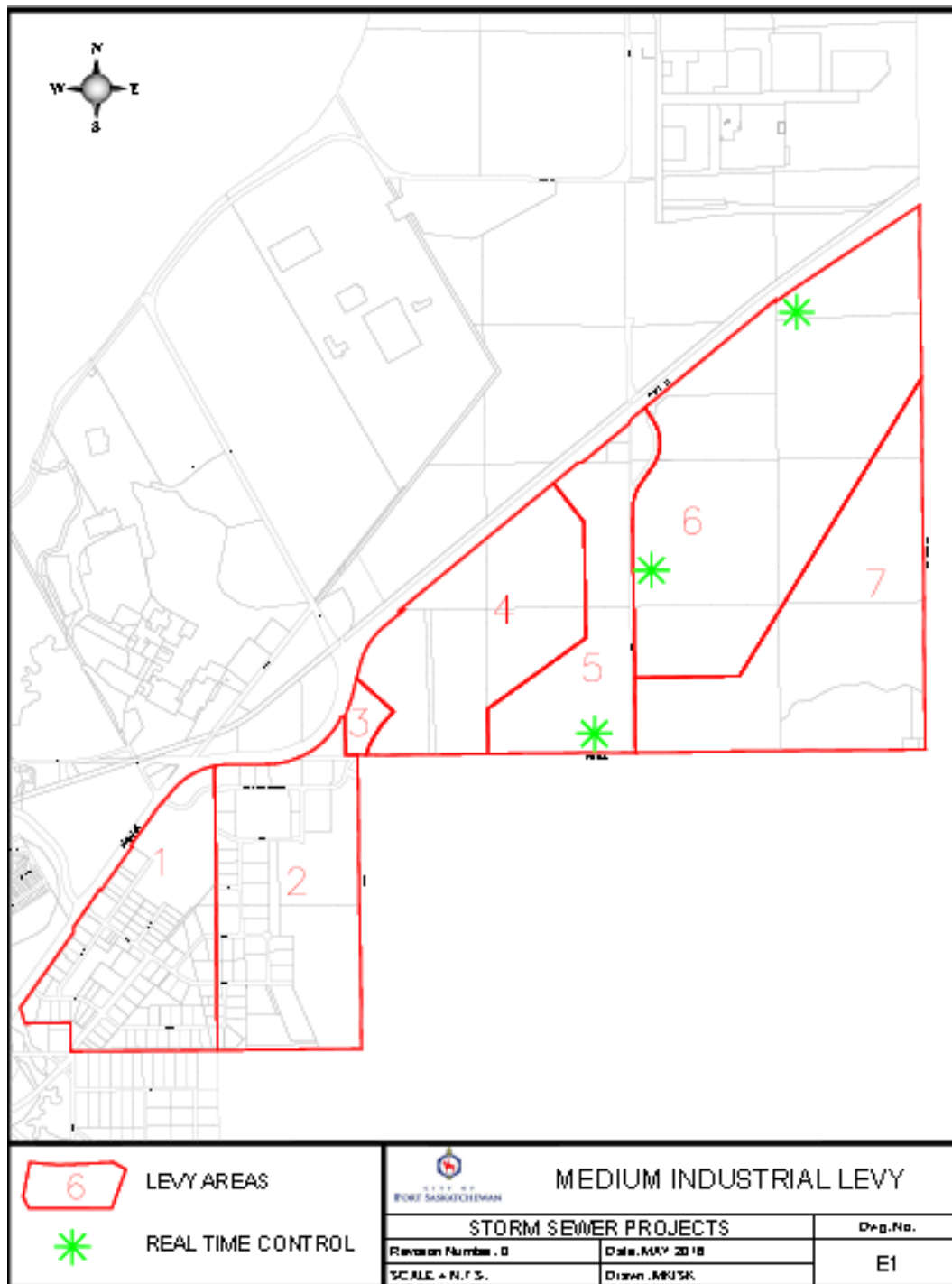
\*Costs are based on 2015/16 estimates.

\*\*Estimates include engineering (10%) and contingencies (10%).



A map showing the location of this infrastructure is shown below.

Location of Stormwater Offsite Infrastructure



## E2. Stormwater Offsite Infrastructure Grants & Contributions to Date

The MGA enables the City to allocate the costs of offsite infrastructure to future development, other than those costs that have been provided by way of special grant or contribution (i.e., contributed infrastructure). The City of Fort Saskatchewan has not received any special grants or contributions for stormwater offsite levy infrastructure as shown in the table below (note, if the City receives other grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is \$2.40 million.

Special Grants and Contributions for Stormwater Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants	Developer Agreement Contributions	Reduced Project Estimated Cost
1	Real Time Control System	\$ 2,400,000	\$ -	\$ -	\$ 2,400,000
		\$ 2,400,000	\$ -	\$ -	\$ 2,400,000

## E3. Stormwater Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The City anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the City's annual rate/bylaw updates.

Stormwater Infrastructure Staging

Item	Project Description	Construction Start Year
1	Real Time Control System	2023

\*The share of projects constructed beyond the 25-year review period (2040) are not included in rates today (see financial oversizing in next Section).

## E4. Stormwater Offsite Infrastructure Benefiting Parties

The stormwater offsite infrastructure previously outlined will benefit various parties to varying degrees. During this review three potential benefiting parties were identified including:

- City of Fort Saskatchewan – a portion of the stormwater infrastructure which is required to service existing residents.
- Other Stakeholders and Financial Oversizing – other parties (such as neighboring municipalities) that benefit from the infrastructure, as well as that portion of cost which benefits future development beyond the 25-year review period (“financial oversizing”).
- City of Fort Saskatchewan Future Development – all growth related infrastructure

(i.e., levyable stormwater infrastructure costs) during the 25-year rate planning period.

The table below outlines the allocation of stormwater offsite levy infrastructure costs to benefiting parties. Project allocations were determined by City engineering staff.

#### Allocation of Stormwater Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share & Financial Oversizing %	OSL / Developer Share %
1	Real Time Control System	\$ 2,400,000		28.0%	72.0%
		\$ 2,400,000			

\*Financial oversizing is determined by separating out the pro rata portion of developer cost beyond the 25-year review period, in comparison with the anticipated year of construction. As the years move forward and rates are updated, these additional developer costs will be included in rate calculations. Oversizing shown as 100% reflects projects constructed entirely beyond the 25-year review period.

## **E5. Existing Receipts & Adjusted Levy Cost**

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately \$1.73 million. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. The City has collected \$0.90 million in offsite levies to date. This results in an adjusted offsite levy cost of approximately \$0.82 million.

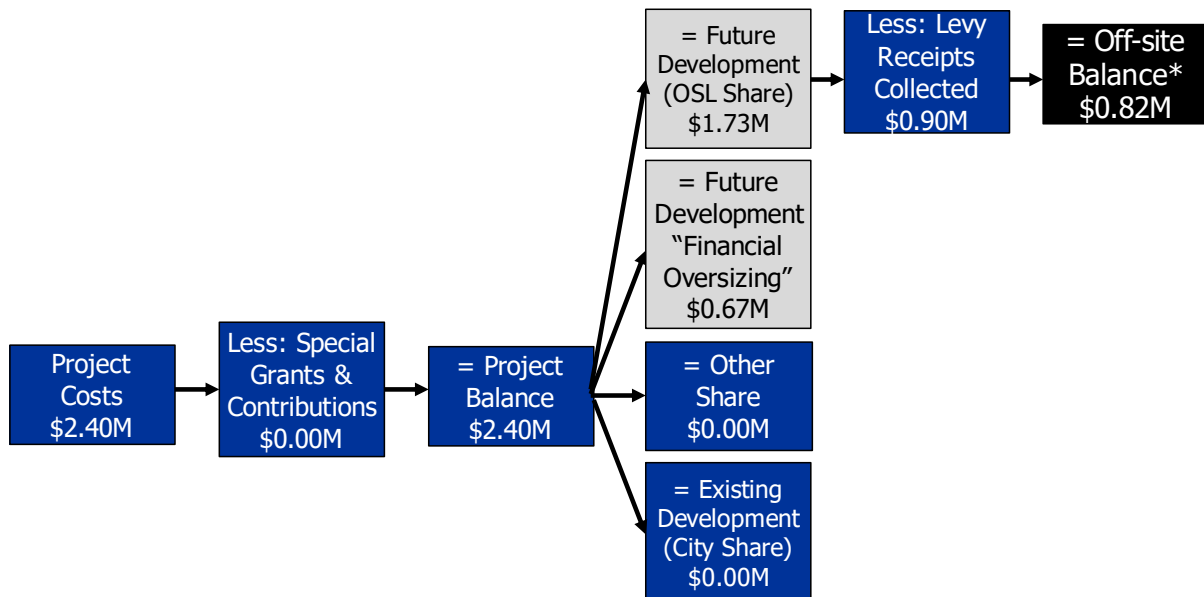
#### Offsite Levy Funds Collected to Date & Adjusted Levy Cost

Item	Project Description	Developer Cost (Leviable Costs)	Offsite Levy Funds Collected to Dec 31, 2015	Offsite Levy Funds Collected Starting Jan 1, 2015	Adjusted Developer (Levy) Cost
1	Real Time Control System	\$ 1,728,000	\$ 903,900	\$ -	\$ 824,100
		\$ 1,728,000	\$ 903,900	\$ -	\$ 824,100

\*Offsite levies collected to Dec. 31<sup>st</sup>, 2015 were allocated to projects based on the pro rata proportion of total estimated project cost.

## **E6. Summary of Stormwater Offsite Levy Cost Flow-through**

As shown in the figure below, the total cost for stormwater infrastructure that forms the basis of the rate is approximately \$0.82 million. The cost allocations to each benefiting party are based on the benefiting percentages shown in Section D4. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).

Total Stormwater Offsite Levy Costs**E7. Stormwater Infrastructure Benefiting Areas**

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers. Benefiting areas were determined by the City engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefiting area are used to determine rates.

Benefiting Areas for Stormwater Offsite Infrastructure

Item	Project Description	Developer Cost	1.0	2.0	3.0	4.0	5.0	6.0	7.0
1	Real Time Control System	\$ 824,100					1	1	
		\$ 824,100							

**E8. Reserve Balance**

In accordance with the MGA, 4 reserves/accounts need to be created (one each for transportation, water, sanitary, and stormwater). At December 31<sup>st</sup>, 2015, the balance of the City's Light/Medium industrial Area stormwater reserve is \$945,354.79, as shown in the table below. A reconciliation of activities from the exiting reserve and allocation to the new reserves is provided in Appendix G.

The City also needs to establish a set of "sub-ledgers" to track the amounts due to front-ending parties, including interest impacts in accordance with the interest rates underpinning the bylaw.

Stormwater Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Offsite Levy Expenditures to December 31, 2015		\$ -	\$ -
Offsite Levy Receipt Allocations to December 31, 2015	\$ 903,900.20		\$ 903,900.20
Interest Accrued to December 31, 2015	\$ 41,454.60		\$ 945,354.79
Unallocated Receipts to December 31, 2015	\$ -		\$ 945,354.79
<b>Opening Balance</b>			<b>\$ 945,354.79</b>

## E9. Development and Stormwater Infrastructure Staging Impacts

Stormwater offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of stormwater infrastructure from time to time—front ending of infrastructure will be required. A front-ender is the party that constructs and pays up front for infrastructure that benefits other parties.

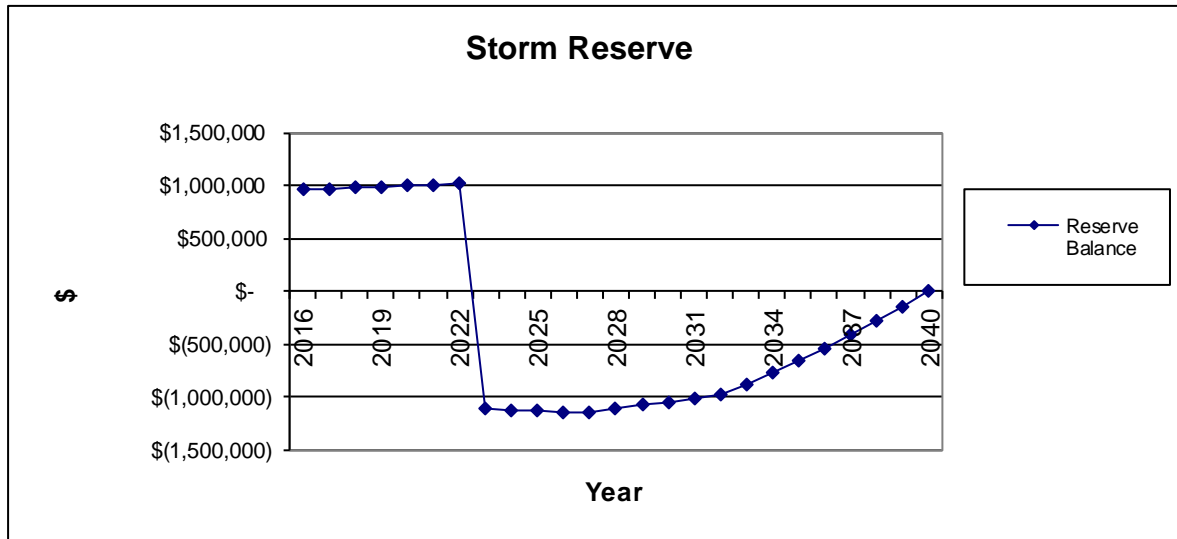
In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a 2.9%<sup>6</sup> interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a 1% interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph and table below outline the forecast stormwater levy reserve balances over the 25-year development period.

If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the City, nor are they charged too little thereby placing an unequitable burden on taxpayers).

---

<sup>6</sup> The 20-year debenture rate at the Alberta Capital Finance Authority is currently ~2.9%.

### Anticipated Stormwater Offsite Levy Reserve Balances



### Anticipated Stormwater Offsite Levy Reserve Balances

Opening Balance				\$ 945,355
Year	Receipts	Expenditure	Interest	Balance
2016	\$ -	\$ -	\$ 9,454	\$ 954,808
2017	\$ -	\$ -	\$ 9,548	\$ 964,356
2018	\$ -	\$ -	\$ 9,644	\$ 974,000
2019	\$ -	\$ -	\$ 9,740	\$ 983,740
2020	\$ -	\$ -	\$ 9,837	\$ 993,577
2021	\$ -	\$ -	\$ 9,936	\$ 1,003,513
2022	\$ -	\$ -	\$ 10,035	\$ 1,013,548
2023	\$ 22,683	\$ 2,125,222	\$ (31,581)	\$ (1,120,572)
2024	\$ 23,363	\$ -	\$ (31,819)	\$ (1,129,028)
2025	\$ 24,064	\$ -	\$ (32,044)	\$ (1,137,008)
2026	\$ 24,786	\$ -	\$ (32,254)	\$ (1,144,477)
2027	\$ 25,529	\$ -	\$ (32,449)	\$ (1,151,397)
2028	\$ 65,738	\$ -	\$ (31,484)	\$ (1,117,143)
2029	\$ 67,710	\$ -	\$ (30,434)	\$ (1,079,866)
2030	\$ 55,793	\$ -	\$ (29,698)	\$ (1,053,771)
2031	\$ 57,467	\$ -	\$ (28,893)	\$ (1,025,197)
2032	\$ 73,989	\$ -	\$ (27,585)	\$ (978,793)
2033	\$ 121,934	\$ -	\$ (24,849)	\$ (881,708)
2034	\$ 125,592	\$ -	\$ (21,927)	\$ (778,044)
2035	\$ 129,359	\$ -	\$ (18,812)	\$ (667,497)
2036	\$ 133,240	\$ -	\$ (15,493)	\$ (549,750)
2037	\$ 137,237	\$ -	\$ (11,963)	\$ (424,476)
2038	\$ 141,354	\$ -	\$ (8,211)	\$ (291,332)
2039	\$ 145,595	\$ -	\$ (4,226)	\$ (149,963)
2040	\$ 149,963	\$ -	\$ 0	\$ 0

## APPENDIX F: BENCHMARK COMPARISONS

The table below compares the weighted average offsite levy rate in the City's Light/Medium Industrial Area to rates in other municipalities.

Municipality / Area	Average Rate Per Net Ha.
Parkland County* (Acheson)	\$42,169
MD of Peace (Westhill)	\$63,378
City of Fort Saskatchewan (LMIA Current)	\$68,568
City of Fort Saskatchewan* (LMIA Updated)	\$72,739
Sturgeon County Industrial Park*	\$80,668
Town of Peace River*	\$83,355
Town of Rocky Mountain House*	\$90,716
Red Deer County (Gasoline Alley)	\$96,458
Leduc County*	\$106,255
Town of Devon*	\$116,178
City of Leduc*	\$117,509
Town of Beaumont*	\$160,900
City of Lacombe* (in process)	\$149,401
Strathcona County* (N of Yellowhead)	\$181,022
City of Medicine Hat	+\$250,000
City of St Albert*	+\$250,000
City of Edmonton	+\$300,000

\*CORVUS Clients



## APPENDIX G: RESERVE RECONCILIATION

The table below, provided by City staff, summarizes details associated with reserve activity for the Light Medium Industrial Area from 2008 to 2015. Details include: contributions, drawdowns, and interest impact. Moving forward, the City will need to manage reserve funds via 4 separate accounts, in accordance with the MGA. Accordingly, the table below also summarizes the allocations to the 4 new accounts, including 2016 opening balances.

### Light/Medium Industrial Area Reserve Reconciliation

	2008	2009	2010	2011	2012	2013	2014	2015	Total	Water Systems 48.27%	Sanitary 20.17%	Transportation 15.17%	Stormwater Management 16.39%	Total 100%
<b>Beginning Balance, Jan 1</b>	-	(37,655)	(16,727)	895,554	909,811	2,159,367	2,335,375	4,863,375						
<b>Contributions</b>														
Fort Industrial Estates Ltd. - Stage 2 DA-2009-02 Addendum No. 1		71,311	71,311						142,621	68,843	28,774	21,635	23,370	142,621
Fort Industrial Estates Ltd. - Stage 3 DA-2009-02 Addendum No. 2			159,763						159,763	77,117	32,232	24,236	26,179	159,763
Fort Industrial Estates Ltd. - Stage 1 DA-2009-02			706,250						706,250	340,903	142,486	107,136	115,726	706,250
Fort Industrial Estates - Stage 4 DA-2009 Addendum No. 3					1,221,882				1,221,882	589,795	246,514	185,355	200,218	1,221,882
Fort Industrial Estates Stage 5						292,785			292,785	141,326	59,069	44,415	47,976	292,785
Fort Industrial Estates Stage 1							1,748,484		1,748,484	843,983	352,755	265,239	286,507	1,748,484
Fort Industrial Estates Stage 6							1,244,509		1,244,509	600,717	251,079	188,788	203,925	1,244,509
									-					
									-					
<b>Total Contributions</b>	-	71,311	937,325	-	1,221,882	292,785	2,992,993	-	5,516,296	2,662,683	1,112,909	836,803	903,900	5,516,296
<b>Drawdowns</b>														
Josephburg ASP	(37,655)	(50,383)	(30,263)						(118,301)			(118,301)		(118,301)
12800 Medium Industrial Secondary Water Supply Line					(21,403)				(21,403)	(21,403)				(21,403)
13009 Medium Industrial Secondary Water Supply Line						(157,531)	(534,645)	(2,071,221)	(2,763,396)	(2,763,396)				(2,763,396)
									-					-
<b>Total Drawdowns</b>	(37,655)	(50,383)	(30,263)	-	(21,403)	(157,531)	(534,645)	(2,071,221)	(2,903,100)	(2,784,799)	-	(118,301)	-	(2,903,100)
<b>Balance Before Interest</b>	(37,655)	(16,727)	890,334	895,554	2,110,290	2,294,621	4,793,724	2,792,154	2,613,196	(122,116)	1,112,909	718,502	903,900	2,613,196
Interest	-		5,220	14,257	49,077	40,754	69,651	74,029	252,988	122,116	51,040	38,377	41,455	252,988
<b>Ending Balance, Dec 31</b>	(37,655)	(16,727)	895,554	909,811	2,159,367	2,335,375	4,863,375	2,866,183	2,866,183	-	1,163,949	756,880	945,355	2,866,183
Interest Rate			1.20%	1.59%	1.83%	1.83%	1.954%	1.93%						

## CITY OF FORT SASKATCHEWAN

### Bylaw C15-17 to Amend Land Use Bylaw C10-13

---

#### **Recommendation:**

That Bylaw C15-17 be given first reading, which is a bylaw to amend Land Use Bylaw C10-13.

#### **Background:**

In accordance with Section 639 of the *Municipal Government Act*, every municipality must pass a Land Use Bylaw. City Council adopted the current Land Use Bylaw, C10-13, in May of 2013. The Land Use Bylaw implements the City's goals, objectives, and requirements relating to land use and built form. Administration relies heavily on this document on a day-to-day basis and it is also used by the development industry, property owners, and residents of the community. The Land Use Bylaw is a dynamic document and therefore needs to be reviewed and amended on a regular basis. Therefore, the purpose of the Land Use Bylaw Refresh is to make adjustments so the Bylaw is current, enforceable, and effective in its application.

#### **Topic Identification/Outcomes:**

The amendments proposed in this year's refresh correct wording, grammar, interpretation, formatting, and general structure and formatting of the Land Use Bylaw. This is intended to ensure consistency, remove redundancy and conflicts with other regulations and legislation, and improve the overall organization of the document. The amendments offer an opportunity to improve the efficiency of the implementation of the Land Use Bylaw.

Rationale for the proposed amendments include:

- Observations from residents and past applicants;
- Consistency with statutory planning documents;
- Observations from development industry;
- Feedback from Development Authorities; and
- Grammatical, punctuation and formatting items.

Key amendments, in the opinion of Administration, are highlighted below:

#### Variance Powers

Variances are a tool that can be used for development permit applications that may not meet the requirements of the Land Use Bylaw, but offer specific merits, remedy siting errors, or resolve uncommon development challenges. The Land Use Bylaw applies a 'test' to evaluate if the proposed variance interferes with the amenities of the neighbourhood or affects the use, enjoyment, safety or value of neighbouring lands.

Currently, variances are capped at 15% in the Land Use Bylaw. The 15% cap on variances limits the efficiency with which the Development Authority can process development permit applications. Variance greater than 15% must be refused by the Development Authority, regardless of whether or not it passes the above mentioned 'test'. As a result, the applicant must either not proceed with the development or appeal the refusal to the Subdivision and Development Appeal Board (SDAB).

The process of taking a refused application to the SDAB requires a significant amount of staff time, but also creates a delay in the application process and burdens the applicant. A fee is collected for the SDAB process but does not cover the full cost of the hearing, and therefore creates a cost for the applicant and the municipality.

By enabling the Development Authority to approve variances based on the test outlined in the Land Use Bylaw, Administration will be able to provide improved customer service, base their decision on the merit and impact on the neighbourhood rather than an arbitrary value, and reduce costs for the applicant and the municipality.

Adjacent landowners will still have their right to the appeal process without the variance cap. All variances, regardless of size, are circulated to adjacent landowners when approved. Those who are notified have the ability to appeal the variance within a 14 day appeal period if they disagree with the Development Authority's decision.

This proposed recommendation on variances would bring the City in line with other municipalities in the region. The cities of Edmonton, Leduc, Spruce Grove, and Parkland County do not apply variance caps.

#### Development Permit Extensions

This amendment is intended to provide clarity to both applicants and the Development Authority regarding the amount of and duration of extensions which can be granted to Development Permits. The current regulation lacks those specifics, which currently allows Development Permits to be extended without limit.

The amendments proposed to the regulation (Section 3.13.2) limits extensions to one singular extension of twelve (12) months if the extension is applied for prior to the expiry of the original Development Permit. This amendment ensures that development permits are completed within a reasonable time frame and that ongoing developments align with any changes in the Land Use Bylaw.

#### Garbage and Recycling Enclosures

To address a new development trend, amendments are proposed to the Garbage and Recycling Enclosure regulations. Section 4.29 currently requires all garbage and recycling enclosures to be screened using a fence or a combination of a fence and landscaping. With the introduction of new, less visually invasive forms of storage systems (i.e. Molok Containers), the current regulations do not allow the Development Authority flexibility to adjust the screening requirements to account for the reduced visual impact produced by those new systems.

The amendments allow for the screening of garbage and recycling areas to be assessed based on their proximity to roadways and adjacent sites as well as the physical characteristics of the site and system itself. Depending on the nature and location of the system proposed, the Development Authority will have the ability to require an appropriate amount of screening and landscaping.

#### Shipping Containers in the IL – Light Industrial District

The current regulations regarding shipping containers in the IL district (7.1.6) restricts the number of shipping containers to four (4) per site. However, this number does not take into account the varying site sizes within the IL District.

The purpose of the amendments is to allow shipping containers to be treated like an accessory building, and be held to the site coverage limitations in the IL district. Using a percentage to regulate site coverage ensures that the number of shipping containers allowed on each individual site is proportional to their size.

### Sign Verbage

The proposed verbage corrects the General Regulations for Signs from a legal standpoint by removing Section 12.1.8. The current regulation compels the Development Authority to consider if the message or copy of the sign is undesirable or offensive. This poses questions regarding Freedom of Speech limitations and the municipality's ability to render a decision based on the message or copy. As such, the regulations are amended to focus on the use as opposed to the message.

### Uses and Definitions

The proposed amendments correct consistency errors involving use classes throughout the Bylaw. Uses have been adjusted to align with the intent of each land use district and the overall pattern of development intended in the Land Use Bylaw

Multiple definitions are proposed to be added or amended. In some cases, this is to define a common term or possible use that had not been previously defined (i.e. Landscape Buffer, Park, Model Trailer, Temporary Shelter Service). In others it is to streamline and clarify definitions which have been found to be confusing and overwhelming in practice (i.e. Agriculture, Dwelling, Garage Suite). The names of some definitions (i.e. Day Care Facility (Limited) to Day Home) have been amended to better align with industry and Provincial terminology.

### **Policy/Council Priorities:**

As the Land Use Bylaw is an important regulatory tool, it requires monitoring and updating on a regular basis.

### **Intergovernmental Involvement:**

As this refresh process entails minor housekeeping amendments to the Land Use Bylaw, the involvement of other governments is not required.

### **External Communications/Participation:**

If Council grants first reading to Bylaw C15-17, staff will post the draft changes to the bylaw (Schedule A) on-line and promote the project through announcements on the website, Facebook and Twitter, in order to encourage feedback and comments. Further, the development industry will be notified of the proposed changes.

If Council grants first reading, a Public Hearing for the Bylaw will be scheduled for August 22, 2017 at the regular Council Meeting, allowing the opportunity for feedback and comments from the community. In order to ensure that everyone in the community is aware of the Public Hearing and their opportunity to address Council regarding proposed Bylaw C15-17, the Public Hearing will be advertised through the following mechanisms:

- Announcements posted on the City of Fort Saskatchewan website;
- Advertisements in the local newspaper; and
- Communication with the development industry.

**Enclosures:**

1. Bylaw C15-17
  2. Schedule A to Bylaw C15-17 – Bylaw C10-13 Land Use Bylaw Map
  3. Appendix A – Summary of Proposed Land Use Bylaw Amendments
- 

Prepared by:	Dean McCartney Acting Director, Planning & Development	Date: July 4, 2017
Approved by:	Janel Smith-Duguid Acting Director, Special Projects	Date: July 4, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: July 5, 2017
Submitted to:	City Council	Date: July 10, 2017



## **CITY OF FORT SASKATCHEWAN**

### **BYLAW NO. C15-17**

#### **A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE PROVINCE OF ALBERTA TO AMEND BYLAW C10-13, LAND USE BYLAW**

**WHEREAS** the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended or repealed and replaced from time to time, provides that a municipality has the power to amend the Land Use Bylaw;

**NOW THEREFORE**, The Council of the City of Fort Saskatchewan, duly assembled enacts as follows:

1. This Bylaw is cited as the Amendment to Bylaw C10-13 Land Use Bylaw as amended or repealed and replaced from time to time.
2. That Schedule “A” of the Bylaw C10-13 be amended as follows:
  - A) Replace the following under Part 1 – Title, Purpose and Jurisdiction:
    - 1.3.4 Except as otherwise provided in this Bylaw, a residential site or principal dwelling shall not be declared as non-conforming for failing to have a minimum side yard of 1.5m (4.9ft) provided that:
      - (a) The principal dwelling was constructed with a side yard of 1.2m (3.9ft) or greater prior to the adoption of this Bylaw; and
      - (b) The principal dwelling is constructed after the adoption of this Bylaw on a site that was created and registered in the Land Titles Office prior to the adoption of this Bylaw.
    - 1.5.1 A person applying for, or in possession of, a valid development permit is not relieved from full responsibility for ascertaining and complying with, or carrying out and shall ascertain, comply or carry out development in accordance with:
      - (a) the requirements of any other federal, provincial or municipal enactment or any other law; and
      - (b) the conditions of any caveat, covenant, easement or other instrument affecting a building or land.

The Development Authority is not responsible for nor does the Development Authority have any obligation whatsoever to determine what other legislation may apply to a development, nor to monitor or enforce

compliance with such legislation.

- B) Replace the following under Part 2 – Administration, Procedures and Enforcement:

2.6 Land Use Map Boundaries

- 2.6.1 (h) Where features on the ground area are at variance with those shown on the Land Use Map (Appendix A: Land Use Map) or in other circumstances not mentioned above, the Development Authority shall interpret the Land Use District or Overlay boundary; and/or

2.10 Applications in Progress

- 2.10.1 An application for a Subdivision or Development Permit which is deemed complete on or after the coming into force of the amended Bylaw shall be evaluated under the provisions of this Bylaw.

- 2.10.2 An application for a Subdivision or Development Permit which is deemed complete prior to the coming into force of this Bylaw may be evaluated under the provisions of the preceding Bylaw.

2.18 Compliance Certificates

- 2.18.2 The applicant for a Compliance Certificate shall submit no less than two original Real Property Reports, stamped and signed by a registered Alberta Land Surveyor, for the site; and a copy of a Certificate of Title, no more than 90 days old.

- C) Delete the following under Part 3 – Development Applications and Process:

3.3 Variance to Regulations

- 3.3.2 (b) A variance in excess of 15% of the particular Bylaw requirement.

- 3.3.5 Subject to 3.3.1 and 3.3.2, the Development Authority may grant a variance of no more than 5% of a particular Bylaw regulation for a Development Permit Application. If a variance is requested for greater than 5% but no more than 15%, the variance shall be presented to the Variance Review Committee to decide upon the variance.

3.9 Decision on a Development Permit

- 3.9.11 Subject to Section 3.3 of this Bylaw, the Development Authority may approve an application for a Development Permit even though the proposed use does not comply with this Bylaw.



D) Replace the following under Part 3 – Development Applications and Process:

3.1 Development Permits

3.1.4 The Development Authority may advertise and shall notify adjacent property owners about any Development Permit applications for discretionary uses and/or any Development Permit applications involving variances.

3.4 Requirements for a Development Permit Application

3.4.2 (f) Two hard copies of a site plan to an engineer or architect scale and one digital copy of a site plan showing all of the following in metric measurements:

3.4.2 (l) A Phase 1 and/or Phase 2 environmental site assessment, conducted according to Canadian Standards Association (CSA) guidelines to determine potential contamination and mitigation;

3.13 Suspension and Cancellation of a Development Permit

3.13.2 A development shall be completed to the satisfaction of the Development Authority within 24 months of the issuance of the Development Permit, unless the applicant, within 30 days prior to the expiry, applies for and is granted an extension from the Development Authority. The Development Authority may grant one (1) extension of the effective period and the extension period shall not exceed twelve (12) months.

E) Add the following under Part 3 – Development Applications and Process:

3.2 Development Permit Not Required

Table 3.2: Development, Activities and Uses for which a Development Permit is Not Required

Development Activity or Use	Condition Under which a Development Permit is Not Required
Fences	Shall comply with the provisions of Section 4.7, 5.8, 6.4, 7.2, 8.2 and 13.5.
Hard Surfacing	Shall comply with the provisions of Section 5.9, if applicable.

F) Delete the following under Part 4 – General regulations for All Land Use Districts:

4.29 Garbage and Recycling Enclosures

- 4.29.1 (c) Enclosures shall include a gate for service/collection and walk-in access; and
  - 4.29.1 (d) Enclosure areas shall be designed and located to provide adequate, safe and efficient access for service vehicles.
- G) Replace the following under Part 4 – General Regulations for All Land Use Districts:
  - 4.9 Landscaping Plans
    - 4.9.1 Except in Low Density Residential Land Use Districts, where landscaping is required to be provided for an area in excess of 500.0m<sup>2</sup> (5,382.0ft<sup>2</sup> ) by this Bylaw, the required landscaping plan shall be prepared by a designated Landscape Architect or Landscape Architectural Technologist.
  - 4.29 Garbage and Recycling Enclosures
    - 4.29.1 (b) Garbage and recycling areas in proximity of adjacent public roadways, residential and commercial sites shall be screened appropriately. The screening shall take into consideration the site characteristics, to the satisfaction of the Development Authority.
  - 4.33 Home Office
    - 4.33.1 As determined by the Development Authority, home office shall:
      - (a) Not be a cause of inconvenience to adjacent landowners or tenants;
      - (b) Not employ any person on-site other than a resident of the dwelling;
      - (c) Not have outside storage of material, equipment or products;
      - (d) Not extend the business activity to the garage, accessory buildings or outside yard;
      - (e) Not be detectable from outside the dwelling;
      - (f) Have signs only in accordance with Part 12 – Signs of this Bylaw;
      - (g) Require separate Development Permits and Alberta Building Code approvals where alterations to the dwelling or accessory building associated with a home office are required;
      - (h) Not involve any business associated visits; and

- (i) Not involve any parking of commercial vehicles.

#### 4.35 Secondary Suites

##### 4.35.1 Secondary Suites shall:

- (a) Be subordinate, incidental to, and exclusively devoted to a principal dwelling unit;
- (b) Not be approved if a Development Permit has been issued and is still valid for a Bed and Breakfast, Group Home, Group Home (limited), or Boarding Facility;
- (c) Be permitted only within a Single Detached Dwelling and shall not be permitted within any other use class;
- (d) Be restricted to a maximum of one secondary suite per dwelling;
- (e) Be developed in such a manner that the exterior of the principal dwelling containing the secondary suite shall appear as a single dwelling unit;
- (f) Be located only on sites with a minimum width of 11.2m (36.7ft);
- (g) Provide a minimum floor area of not less than 30m<sup>2</sup> (322.9ft<sup>2</sup>) and not more than the total floor area of the principal dwelling unit;
- (h) Not be separated from the principal dwelling through a condominium conversion or subdivision;
- (i) Have a separate entry from the principal dwelling unit, either from a common indoor landing or from the exterior. If the entry to the Secondary Suite is direct from the exterior, such entry shall not be from the front or flanking front of the principal dwelling unit;
- (j) Have a maximum of two bedrooms; and
- (k) Provide parking in accordance with Section 11.
- (l) (Deleted)
- (m) (Deleted)

- H) Add the following under Part 4 – General Regulations for All Land Use Districts
  - 4.8 General Landscaping Requirements
    - 4.8.9 Required landscaping shall include a variety of trees, shrubs and planted ground cover.
  - 4.30 Communication Tower
    - 4.30.11 A letter of concurrence or non-concurrence shall be provided to the applicant with the development permit decision.
  - 4.41 Veterinary Clinic, Kennel and Pet Care Service Uses
    - 4.41.3 (d) Not be permitted within Commercial Land Use Districts.
- I) Delete the following under Part 5 – Residential Land Use Districts:
  - 5.3 Accessory Uses and Buildings: General
    - 5.3.6 (c) Not have a total lot coverage which exceeds 15%;
  - 5.11 Objects Prohibited or Restricted in Residential Land Use Districts
    - 5.11.1 (a) Any inoperable, unlicensed, unregistered or derelict vehicle for more than 14 successive days;
    - 5.11.1 (b) Any vehicle weighing in excess of 4000kg (3.9tons) (excepting recreation vehicles) for longer than is reasonably necessary to load or unload such a vehicle;
    - 5.11.1 (c) Any object or chattel which, in the opinion of the Development Authority, is unsightly or tends to adversely affect the amenities of the neighbourhood; or
  - 5.15 R1 – Large Lot Residential District
    - 5.15.2 (a) R1 Permitted
      - Swimming Pool
  - 5.16 R2 – Medium Lot Residential District
    - 5.16.2 (a) R2 Permitted
      - Swimming Pool

- 5.17 R3 – Small Lot Residential District
  - 5.17.2 (a) R3 Permitted
    - Swimming Pool
- 5.18 R4 – Lane Lot Residential District
  - 5.18.2 (a) R4 Permitted
    - Swimming Pool
- 5.19 R5 – Semi-Detached and Duplex Residential District
  - 5.19.2 (a) R5 Permitted
    - Swimming Pool
- 5.20 RE – Residential Estate Lot District
  - 5.20.1 (a) RE Permitted
    - Swimming Pool
- 5.21 RC – Comprehensively Planned Residential District
  - 5.21.9 (b) No vehicular access to the street shall be permitted from the front yard when a rear lane is provided.
  - 5.21.10 (d) Subsections 5.21.9 (b) and (c) shall not apply if sites on which Multi-Attached Dwellings are proposed abuts a site designated as commercial, medium density, high density, or institutional land use districts.
- 5.23 RMM – Medium Density Multiple Residential Districts
  - 5.23.2 (a) RMM Permitted
    - Show Suite in an apartment dwelling
- 5.24 RMH – High Density Multiple Residential District
  - 5.24.2 (a) RMH Permitted
    - Show Suite in an apartment dwelling
  - 5.24.2. (b) RMH Discretionary
    - Day Care Facility (limited)

- Semi-Detached Dwelling

5.25 RHR – High Rise Residential District

5.25.2 (a) RHR Permitted

- Show Suite in an apartment dwelling

J) Replace the following under Part 5 – Residential Land Use Districts:

5.3 Accessory Uses and Buildings: General

5.3.9 (b) ii. The detached garage is facing a rear lane and is contained within 9.0m (29.5ft) of the rear property line.

5.3.9 (c) Such that a roof overhang projects no more than 0.3m (0.98ft) into a rear or side yard setback area.

5.3.11 (b) Such that a roof overhang projects no more than 0.3m (0.98ft) into a rear or side yard setback area.

5.5 Building and Structure Projections in Residential Land Use Districts

5.5.2 A Room-Enhancing Cantilever may not project into any setback areas, except:

- (a) project up to a maximum of 0.6m (2.0ft) in to a front flanking yard setback area, provided that the width of any single room-enhancing cantilever does not exceed 3.0m (10.0ft) and that the cumulative total of all room-enhancing cantilevers does not cover more than 50% of the front flanking building facade.

5.6 Decks and Patios

5.6.2 Decks within Residential Land Use Districts shall require a Development Permit if located 0.6m (2.0ft) or greater above grade and shall adhere to all setbacks for the principal building when attached to the principal building, except for the projections noted in Table 5.5.

5.8 Fences, Walls and Hedges in Residential Districts

5.8.2 Where a property in a Residential Land Use District abuts or faces an arterial roadway or a railway line the Development Authority may approve a fence height greater than 1.8m (6.0ft).

5.8.3 Notwithstanding Section 4.23 Corner Site Restrictions, fences, walls and hedges within Residential Land Use Districts on corner or double fronting lots may be increased to a height of 1.8m (6.0ft) along the flanking front yard property line, provided that the

fence, wall or hedge is not located within any portion of the defined front yard.

5.9 Landscaping Requirements for Residential Land Uses

5.9.2 No more than 75% of the front yard of any single detached, semi-detached, duplex or multi-attached dwelling shall be covered in hard landscaping.

5.17 R3 – Small Lot Residential District

5.17.3 RS Site Subdivision Regulations

	Interior Site	Corner Site
(c) Site Depth	34.0m (111.6ft) minimum	

5.18 R4 – Lane Lot Residential District

5.18.3 R4 Site Subdivision Regulations for Single Detachment and Duplex Dwellings

	Interior Site	Corner Site
(c) Site Depth	34.0m (111.6ft) minimum	

5.19 R5 – Semi-Detached and Duplex Residential District

5.19.3 R5 Site Subdivision Regulations for Duplex Dwellings

	Interior Site	Corner Site
(c) Site Depth	34.0m (111.6ft) minimum	

5.19.4 R5 Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
(c) Site Depth	34.0m (111.6ft) minimum	

5.22 RML – Low Density Multiple Residential District

5.22.1 RML Purpose

\* Day care facility (limited), home business and group home (limited) uses may not occur within an apartment dwelling.

5.23 RMM – Medium Density Multiple Residential District

5.32.2 RMM Permitted and Discretionary Uses

\* Day care facility (limited) and home business uses may not occur within an apartment dwelling.



5.24 RMH – High Density Multiple Residential District

5.24.2 RHM Permitted and Discretionary Uses

- \* Home business uses may not occur within an apartment dwelling.

K) Add the following under Part 5 – Residential Land Use Districts:

5.15 R1 – Large Lot Residential District

5.15.4 R1 Site Development Regulation for Single Detached Dwellings

	Interior Site	Corner Site
(e) Site Coverage	15% maximum total lot coverage for all accessory buildings	

5.16 R2 – Medium Lot Residential District

5.16.4 R2 Site Development Regulations

	Interior Site	Corner Site
(e) Site Coverage	15% maximum total lot coverage for all accessory buildings	

5.22 RML – Low Density Residential District

5.22.1 (b) RML Discretionary Uses

- Duplex Dwelling

5.24 RMH – High Density Multiple Residential District

5.24.2 (b) RMH Discretionary Uses

- Day Care Facility

5.25 RHR – High Rise Residential District

5.25.2 (b) RHR Discretionary Uses

- Personal Service

L) Delete the following under Part 6 – Commercial Land Use Districts:

6.10 C2 – Vehicle Oriented Retail and Service District

6.10.2 (a) C2 Permitted

- Vehicle sales, leasing and rental facility

6.13 C5 – Fort Mall Redevelopment District

6.13.2 (a) C5 Permitted Uses

- Seasonal Garden Centre (temporary)

M) Replace the following under Part 6 – Commercial Land Use Districts:

6.5 Interface with Residential Land Uses

- 6.5.1 Where a proposed commercial use will be located on a site adjacent to a residential use, the Development Authority may require mitigation of potential development impacts on the residential use, including:

6.6 Landscaping Requirements for Commercial Land Uses

- 6.6.2 A minimum of 20% of the total site area of all commercial sites shall be landscaped, including all areas not occupied by buildings, parking areas or vehicular access areas. One tree for each 35 m<sup>2</sup> (376.7 ft<sup>2</sup>) and one shrub for each 15 m<sup>2</sup> (161.5 ft<sup>2</sup>) of landscape area shall be provided.

6.6.8 Parking Lots

As part of Section 6.6.2, landscaping within parking areas must be planted in accordance with the following standards:

- (b) Landscaping within the parking area shall include one tree for each 35 m<sup>2</sup> (376.7 ft<sup>2</sup>) of required landscaping and one shrub for each 15 m<sup>2</sup> (161.5 ft<sup>2</sup>) of required landscaping.

6.10 C2 – Vehicle Oriented Retail and Service District

6.10.2 (b) C2 Discretionary Uses

- Kennel\*

\* Outside enclosures, pens or exercise areas are not permitted

#### 6.10.4 C2 Site Development Regulations

	Interior or Corner Site
(b) Rear Yard Setback	3.0m (9.8ft) minimum for sites abutting a non-Residential Land Use District

#### 6.11 C3 – Commercial Shopping Centre District

##### 6.11.2 (b) C3 Discretionary Uses

- Kennel\*

\* Outside enclosures, pens or exercise areas are not permitted

#### 6.13 C5 – Fort Mall Redevelopment District

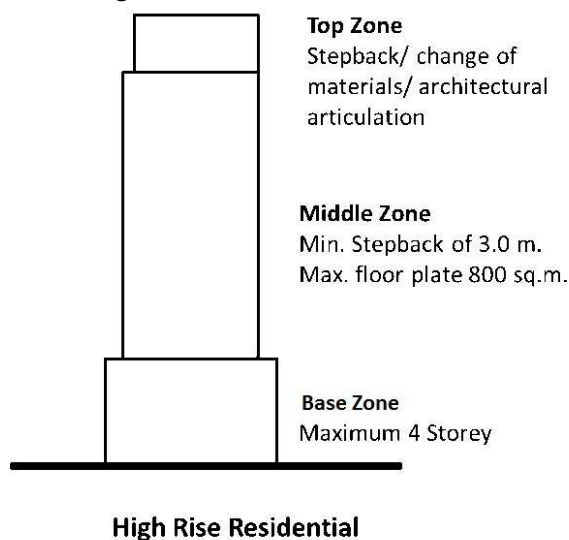
##### 6.13.2 (a) C5 Permitted Uses

Pet Care Service\*\*\*

\*\*\* Outside enclosures, pens or exercise areas are not permitted

#### 6.13 C5 – Fort Mall Redevelopment District

Figure 6.13e: Vertical Zones in Mid-rise and High-rise Buildings



N) Add the following under Part 6 – Commercial Land Use Districts

6.9 C1 – Neighbourhood Retail and Service District

6.9.2 (a) C1 Permitted

- Sign, Channel Letter
- Vehicle sales, leasing and rental facility (limited)

6.9.2 (b) C1 Discretionary

- Government Services

6.10 C2 – Vehicle Oriented Retails and Service District

6.10.2 (a) C2 Permitted

- Sign, Channel Letter
- Vehicle sales, leasing and rental facility (limited)

6.11 C3 – Commercial Shopping Centre District

6.11.2 (a) C3 Permitted

- Sign, Channel Letter

6.11.2 (b) C3 Discretionary Uses

- Vehicle sales, leasing and rental facility (limited)

6.13 C5 – Fort Mall Redevelopment District

6.13.2 (a) C5 Permitted Uses

- Assisted Living Facility (limited)
- Home Business\*
- Sign (Channel Letter)
- Sign (Fascia)
- Sign (Specialty Projecting)
- Seasonal Garden Centre

O) Replace the following under Part 7 – Industrial Land Use Districts:

7.1 Accessory Developments in Industrial Districts

7.1.6 Shipping containers shall not be stacked in the IL – Light Industrial District.

#### 7.4 Landscaping Requirements for Industrial Land Uses

##### 7.4.3 Landscaped buffers and areas shall be developed as follows:

- a) Landscaped buffers between parking, loading or other hard surfaced areas and adjacent public roadways shall be a minimum of 3.0 m (9.8 ft) in width.
- b) Landscape areas adjacent to principal buildings, if required under section 7.4.2, shall be a minimum of 2.5 m (8.2 ft) in width.
- c) Landscaped areas between parking, loading or other hard surfaced areas and adjacent residential sites shall be a minimum of 6.0 m (19.7 ft) in width and include shrubs or hedges, fencing and/or berms in order to interfere with vehicle headlights shining across property lines, to the satisfaction of the Development Authority.

#### 7.9 IM – Medium Industrial District

##### 7.9.2 (a) IM Permitted Uses

- Surveillance Suite

##### 7.9.4 IM Site Development Regulations

	Interior Site	Corner Site
(b) Rear Yard Setback	5.0m (16.4ft) minimum  May be reduced to 1.5m (4.9ft) at the discretion of the Development Authority, if it can be demonstrated that the reduction would have no adverse impacts on adjacent lands and that all federal or provincial requirements are adhered to	

P) Add the following under Part 7 – Industrial Land Use Districts:

#### 7.8 Surveillance Suites

7.8.1 A maximum of one (1) surveillance suite is permitted per side in Industrial Land Use Districts.

#### 7.8 IL – Light Industrial District

##### 7.8.2 (a) IL Permitted Uses

- Custom Manufacturing Establishment
- Recycling drop-off

7.9 IM – Medium Industrial District

7.9.2 (a) IM Permitted Uses

- Custom Manufacturing Establishment

Q) Add the following under Part 8 – Institutional Land Use Districts:

8.6 PS – Public Service District

8.6.2 (a) PS Permitted Uses

- Assisted Living Facility (limited)
- Sign, Electronic Message

8.6.2 (b) PS Discretionary Uses

- Recycling drop-off

8.10 SH – Seniors Housing (Site Specific Zoning for Turner Lodge Property)

8.10.3 (b) SH Discretionary Uses

- Personal Service

R) Replace the following under Part 9 – Direct Control Land Use Districts:

9.13 DC(A)-08 Direct Control – 99<sup>th</sup> Avenue Residential Mixed Use Centre

9.13.3 DC(A)-08 Permitted and Discretionary Uses:

- \* Day care facility (limited) may not occur within an apartment dwelling.
- \*\* Home business uses may not occur within an apartment dwelling.

S) Delete the following under Part 11 – Parking and Loading:

11.3 General Parking Regulations for Downtown

- 11.3.7 Landscaping for parking areas shall include one tree for each 35.0m<sup>2</sup> (376.7ft<sup>2</sup>) of required landscaping and one shrub for each 15.0m<sup>2</sup> (161.5ft<sup>2</sup>) of required landscaping.

T) Replace the following under Part 11 – Parking and Loading:

11.2 Minimum Parking Requirements

- 11.2.5 Designated parking spaces for persons with physical disabilities shall be provided in accordance with appropriate provisions of any other Provincial or Federal requirement and shall be included as

part of, and not in addition to, the applicable minimum parking requirements.

- 11.2.8 The Development Authority may consider a reduction in the total amount of parking required for a development where a mix of uses creates staggered peak periods of parking demand. The Development Authority may consider the preliminary shared use parking framework in Appendix E to determine an overall site peak parking requirement. In no case shall shared parking include the parking required for residential uses, except in the Downtown Districts.

Table 11b: Minimum Parking Requirements for Commercial Uses:

Land Use Class	Minimum Number of Parking Spaces
Professional, financial and office service	2 per 100m <sup>2</sup> (1,076 ft <sup>2</sup> ) of GFA for customers plus 1 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA, for staff

#### 11.6 Parking and Loading Requirements for Residential Land Uses

- 11.6.3 a) 3.1 m (10.2 ft) in width by 6.0 m (19.7 ft) in depth for a single garage or carport; or, 3.4m (11.2ft) in width by 6.3m (20.7ft) in depth for the exterior of a single garage or carport; and
- 11.6.3 b) 2.9 m (9.5 ft) in width by 6.0 m (19.7 ft) in depth for each stall within a double garage or carport, or 6.1m (20.0ft) in width by 6.3m (20.7ft) in depth for the exterior of a double garage or carport.
- 11.6.5 For single detached, semi-detached dwellings and secondary suite dwellings, parking stall dimensions for stalls not inside a garage or carport and not on a parking pad intended to accommodate a future garage shall be 2.75 m (9.0 ft) in width by 5.8 m (19 ft) in depth.

#### 11.8 Parking and Loading for Non-Residential Uses

- 11.8.3 Except in the IL – Light Industrial District, IM – Medium Industrial District, IH – Heavy Industrial District and PR – Parks and Recreation District, parking and loading spaces required by this Bylaw for non-residential uses, including maneuvering aisles and driveways shall be:



- U) Add the following under Part 11 – Parking and Loading:

11.2 Minimum Parking Requirements

Table 11b: Minimum Parking Requirements for Commercial Uses:

Land Use Class	Minimum Number of Parking Spaces
Business support service	2.2 per 100m <sup>2</sup> (1076ft <sup>2</sup> ) of GFA

- V) Delete the following under Part 12 – Signs:

12.1 General Sign Regulations

12.1.8 The Development Authority shall not approve an application for any sign for a business that does not have a valid Business License to operate in the City of Fort Saskatchewan.

12.1.11 Signs shall not contain statements, words or pictures that are undesirable, offensive, or contrary to the amenities of the neighbourhood in which they are located. The sign owner shall be responsible to remove the copy of any sign deemed to be inappropriate or offensive by the City or be subject to the cancellation of the Development Permit for the sign.

12.1.13 The City may remove any sign located on public property that does not comply with this Bylaw.

12.12 Portable Signs

12.12.7 A portable sign shall be wholly situated upon the site that is the subject of the advertising displayed on the sign, and shall not be located within 1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site, or within 5.0m (16.4ft) from a corner intersection.

12.13 Projecting Signs

12.13.5 Only one projecting sign shall be permitted on a site, except:

- (a) On corner sites where the signs are located on separate frontages; or
- (b) Provided that the projecting signs are located no less than 90.0m (295.3ft) apart.

12.16 Signs Located On or Projecting Over Public Property

- 12.16.3 Signs on City public roadway rights-of-way may be approved with a size and location determined at the discretion of the Development Authority.
- 12.16.4 No signs shall be permitted on the Highway 21 or Highway 15 medians.
- 12.16.5 The City may, without notice, remove any sign located on public property that does not comply with this Bylaw.
- 12.16.6 Any sign removed by a Designated Officer shall be delivered to the Public Works Yard where it shall remain until claimed by an individual, business or organization referenced on the sign who shall pay the City's impoundment fee in accordance with the City's Fees and Charges Bylaw, as amended.
- 12.16.7 Where an impounded sign is not claimed within 30 days of the sign's removal, the City may dispose of the sign in any manner it deems appropriate.
- 12.16.8 A fascia sign may be installed on City buildings or Infrastructure on a temporary basis at the discretion of the Development Authority.
- 12.16.9 Portable signs on public property, excluding signs for community or civic projects, trade shows, site specific construction projects, or real estate for sale or lease require a Development Permit.

W) Replace the following under Part 12 – Signs:

12.1 General Sign Regulations

- 12.1.5 All sign structures shall be securely built, constructed and erected to conform to the standards set forth in this Bylaw.

12.12 Portable Signs

- 12.12.1 A portable sign shall be wholly located upon the site, and shall not be located within 1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site, or within 5.0m (16.4ft) from a corner intersection.
- 12.12.3 More than one portable sign may be permitted on a site provided that they are placed no closer than 50.0m (164.0ft) apart. Two portable signs may be permitted on a corner site, with one on each frontage.

12.16 Signs Projecting Over Public Property

- 12.16.1 When application is made for a Development Permit for a sign projecting over public property, the applicant shall file with the City, in a form and in an amount satisfactory to the City, a Public Liability and Property Damage Insurance Policy in favour of the City inclusive in respect of loss sustained by one or more persons or damage to property. The City may require the sign owner to enter into a license of occupation or a lease agreement with the City.

X) Add the following under Part 12 – Signs:

12.7 Electronic Message Signs

- 12.7.13 An electronic message sign shall not project beyond the property upon which the sign is located. The sign shall be wholly situated upon the site that is subject to the advertising displayed on the sign, and the sign shall not be located within 1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site and not within 5.0m (16.4ft) from a corner intersection.
- 12.7.14 The maximum height of an electronic message sign shall be 7.9 m (26 ft). The Development Authority may allow an electronic message sign up to 10.0 m (32.8 ft) in height if a Residential District is not within 60.0 m from the Sign location;
- 12.7.15 The maximum allowable copy area for an electronic message sign shall not exceed 32.5 m<sup>2</sup> (350 ft<sup>2</sup>).
- 12.7.16 The height of an electronic message sign shall be measured from the finished grade at the base of the sign column to the uppermost part of the sign. Superficial ornamentation, trim, column or column covers or symbol-type appendages that are non-message bearing shall not be included in determining the height of the sign.
- 12.7.17 More than one electronic message sign may be permitted per site, provided that they are placed no closer than 90.0m (295.3ft) apart, providing they do not face the same oncoming traffic.
- 12.7.18 For a site with a frontage less than 30.0m (98.4ft), but not less than 15.0m (49.2ft), one electronic message sign, not exceeding 3.0m (9.8ft) in height and not exceeding 3.0m<sup>2</sup> (32.3ft<sup>2</sup>) in area, shall be permitted. An electronic message sign shall not be permitted for a business

premise or a site with a frontage of less than 15.0m (49.2ft).

- 12.7.19 An electronic message sign may be located within a yard that separates a building from an adjacent public roadway.
- 12.7.20 An electronic message sign shall have a minimum clearance of 1.8m (6.0ft) from grade to the bottom clearance of the sign copy area.
- 12.7.21 An electronic message sign shall not contain general advertising or the advertising of a product or service offered off-site, except for an electronic message component for the sole benefit of a non-profit society or organization.

Y) Delete the following under Part 13 – Downtown Land Use Districts:

13.11 CC-D – Core Commercial – Downtown

13.11.2 (a) CC-D Permitted

- Seasonal Garden Centre (temporary)

13.12 MP-D – Mall Precinct – Downtown

13.12.2 (a) MP-D Permitted

- Sign, General Advertising
- Seasonal Garden Centre (temporary)

13.12.2 (b) MP-D Discretionary

- Green House (Permanent)
- Minor Impact Utility Service

13.16 99C-D – 99 Commercial – Downtown

13.16.2 (a) 99C-D Permitted

- Seasonal Garden Centre (temporary)

13.18 HP-D – Historic Precinct – Downtown

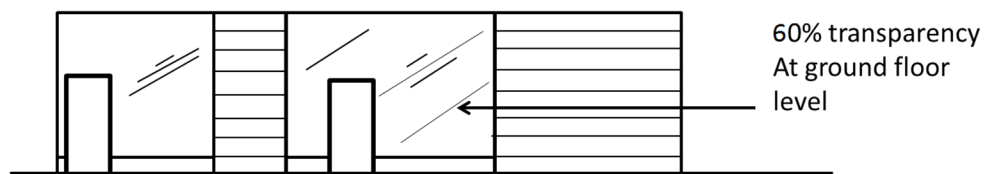
13.18.2 (b) HP-D Discretionary

- Accessory Development

Z) Replace the following under Part 13 – Downtown Land Use Districts:

13.3 Design and Appearance of Buildings and Structures

Figure 13.3a: Ground Floor Treatment



13.15 TR-D – Transitional Residential – Downtown

13.15.2 TR-D Permitted and Discretionary Uses

b) TR-D Discretionary

- Pet Care Service\*\*\*

\*\*\* Outside enclosures, pens or exercise areas are not permitted

AA) Add the following under Part 13 – Downtown Land Use Districts:

13.7 Landscaping Requirements for Downtown Uses

13.7.5 The required landscaping shall be at the discretion of the Development Authority.

13.11 CC-D – Core Commercial – Downtown

13.11.2 (a) CC-D Permitted

- Seasonal Garden Centre

13.12 MP-D – Mall Precinct – Downtown

13.12.2 (a) MP-D Permitted

- Seasonal Garden Centre

13.12.2 (b) MP-D Discretionary

- Greenhouse
- Vehicle Sales, Leasing or Rental Facility (limited)

### 13.15 TR-D – Transitional Residential - Downtown

#### 13.15.3 TR-D Site Subdivision Regulations for Single Detached Dwellings and Duplex Dwellings

	Interior Site	Corner Site
a) Site Area	309.4m <sup>2</sup> (3,330.4ft <sup>2</sup> ) minimum	342.4m <sup>2</sup> (3,685.6ft <sup>2</sup> ) minimum
b) Site Width	9.1m (29.9ft) minimum	10.6m (34.8ft) minimum
c) Site Depth	30.0m (98.4ft) minimum	

#### 13.15.4 TR-D Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	238.0m <sup>2</sup> (2,561.8ft <sup>2</sup> ) minimum	271.0m <sup>2</sup> (2,917.0ft <sup>2</sup> ) minimum
b) Site Width	7.3m (24.0ft) minimum	9.1m (29.9ft) minimum
c) Site Depth	30.0m (98.4ft) minimum	

#### 13.15.5 TR-D Site Subdivision Regulations for Multi-Attached Dwellings

	Interior Site	Corner Site
a) Site Area	187.0m <sup>2</sup> (2,011.9ft <sup>2</sup> ) minimum	271.0m <sup>2</sup> (2,917.0ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum for an Internal unit 7.3m (24.0ft) minimum for an End unit	8.5m (27.9ft) minimum
c) Site Depth	30.0m (98.4ft) minimum	

### 13.16 99C-D – 99 Commercial – Downtown

#### 13.16.2 (a) 99C-D Permitted

- Seasonal Garden Centre

BB) Delete the following under Part 14 – Definitions:

#### 14.1 General Definitions

**CHANGE OF USE** means the act of changing the use occupying a tenant space, building or parcel of Land to a different use.

**SURVEILLANCE SUITE** means a single residential unit, forming part of a development, which is accessory to the principal use and is used solely to

accommodate persons whose official function is to provide surveillance required for the maintenance and safety of the development.

#### 14.2 Use Class Definitions

**DAY CARE FACILITY** means a development licensed by the Province to provide personal care, maintenance, supervision or education, without overnight accommodation, for seven or more children under the age of 13 years at one time. This includes daycare centres, nurseries, kindergartens, nursery schools and play schools and other similar uses but does not include an institution operated by or under the authority of the Director of Child Welfare.

**DAY CARE FACILITY (LIMITED)** means an accessory use that may be licensed by the Province, in a dwelling unit that is intended to provide temporary care, educational services and supervision for up to six children, by an individual other than the child's parent or guardian, but does not include Assisted Living Facilities.

CC) Replace the following under Part 14 – Definitions:

#### 14.1 General Definitions

**LANDSCAPING** means the preservation or modification of the natural features of a site through the placement or addition of any or a combination of the following:

- (a) Soft landscaping elements such as, but not limited to, trees, shrubs, plants, lawns, xeriscaping and ornamental plantings;
- (b) Hard landscaping elements such as bricks, pavers, shale, crushed rock or other suitable materials, excluding monolithic concrete and asphalt, in the form of patios, walkways and paths; and
- (c) Architectural elements such as decorating fencing, walls and sculptures.

**MODULAR CONSTRUCTION** means a building or section of a building consisting of one or more sections constructed off-site often in a factory which meets Canadian Standards Association (CSA) standards and the requirements of the Alberta Building Code. The building is transported to a site where the section(s) are permanently assembled and anchored to a permanent foundation. A modular unit has no chassis, running gear or wheels. The units or sections may be stacked horizontally or vertically and completed to form one or more complete units for year round occupancy. Modular construction does not include a manufactured home but any other structures can be built using modular construction.

**RECREATIONAL VEHICLE** means a portable structure designed and built to be transported on its own wheels or carried on a vehicle to provide temporary living accommodation for recreational or travel purposes and/or for motorized sports activities conducted outdoors on both land and



water. This use includes, but is not limited to: motor homes or travel trailers; fifth wheel trailers; campers, whether located on a truck or other vehicle or not; tent trailers; park model trailers; boats; off-highway vehicles, as defined by the *Traffic Safety Act*, as amended; utility trailers; and a trailer used to transport any of the above. This use does not include a manufactured home.

#### 14.2 Use Class Definitions

**AGRICULTURE** means the cultivation of soil for the growing of crops and all related activities, or the raising of animals to provide food or other products.

**DWELLING, GARAGE SUITE** means a dwelling located above a detached garage; or a one to two-storey dwelling attached to the side or rear of a detached garage. This land use does not include secondary suites or Garden suites.

**DWELLING, GARDEN SUITE** means a single storey dwelling which is located in a building separate from the principal use which is single detached dwelling. This land use does not include secondary suites or garage suites.

**DWELLING, SECONDARY SUITE** means development consisting of a dwelling unit located within and accessory to a principal residential use. This Use Class includes the Development or Conversion of Basement space or above-grade space to a separate Dwelling, or the addition of new floor space for a Secondary Suite to an existing Single Detached Dwelling. A Secondary Suite does not include Semi-detached, Apartment Dwelling, Garage Suites, Garden Suites, or Boarding Facilities.

**GOVERNMENT SERVICE** means a development providing Crown Corporation, or municipal, provincial or federal government services directly to the public. Typical uses include, but are not limited to taxation offices, courthouses, postal stations, manpower and employment offices, food banks and social service offices. This use does not include emergency response service, detention and correctional service or education facilities.

**HOME BUSINESS** means the accessory use of a principal dwelling, or a combination of a principal dwelling and an accessory building, in a residential neighbourhood to operate an enterprise or related uses.

**HOME OFFICE** means an accessory use located within a dwelling unit for the purpose of office uses.

**MANUFACTURED HOME** means a prefabricated detached dwelling unit that meets Canadian Standards Association (CSA) standards and meets the requirements of the Alberta Building Code. This applies to both single section and multi-section models, but does not apply to modular

construction, recreational vehicles or industrial camp trailers.

**PET CARE SERVICE** means a development where small animals normally considered as household pets are washed, groomed, trained and/or boarded, but not overnight. This land use may also include the retail sales of associated products.

DD) Add the following under Part 14 – Definitions:

14.1 General Definitions

**LANDSCAPE BUFFER** means an area landscaped with sod and any other soft landscaping elements.

**XERISCAPING** means a method of landscaping that uses plants, soils & mulches whose natural requirements are appropriate to the local climate, resulting in the reduction or elimination of supplemental water, fertilizer or other maintenance.

14.2 Use Class Definitions

**CHILD CARE FACILITY** means a development licensed by the Province to provide personal care, maintenance, supervision or education, without overnight accommodation. This includes daycare centres, nurseries, kindergartens, nursery schools and play schools and other similar uses but does not include an institution operated by or under the authority of the Province.

**DAY HOME** means an accessory use that may be licensed by the Province, in a Dwelling Unit that is intended to provide temporary care, educational services and supervision that shall follow the regulations of the Province.

**PARK MODEL TRAILER** means a recreational unit designed for seasonal use. Park Model Trailers are built on a single chassis mounted on wheels, are designed to facilitate occasional relocation and must be connected to utilities to operate installed fixtures and appliances.

**SURVEILLANCE SUITE** means a single residential unit, forming part of a development, which is accessory to the principal use and is used solely to accommodate persons whose official function is to provide surveillance required for the maintenance and safety of the development

**TEMPORARY SHELTER SERVICE** means the provision of communal, transient accommodation sponsored or supervised by a public authority or non-profit agency intended to provide basic lodgings for persons requiring immediate shelter and assistance for a short period of time.

3. That Appendix A – Land Use Map of Land Use Bylaw C10-13 be amended as shown on attached Schedule “A”.
4. That Appendix D - Guidelines for the Placement of Election Signs upon City of Fort Saskatchewan Road Rights-of-Way be deleted.
5. If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, the invalid portion must then be severed and the remainder of the Bylaw is deemed valid.
6. This Bylaw becomes effective upon third and final reading.

READ a first time this                      day of                      2017.

READ a second time this                      day of                      2017.

READ a third and passed this                      day of                      2017.

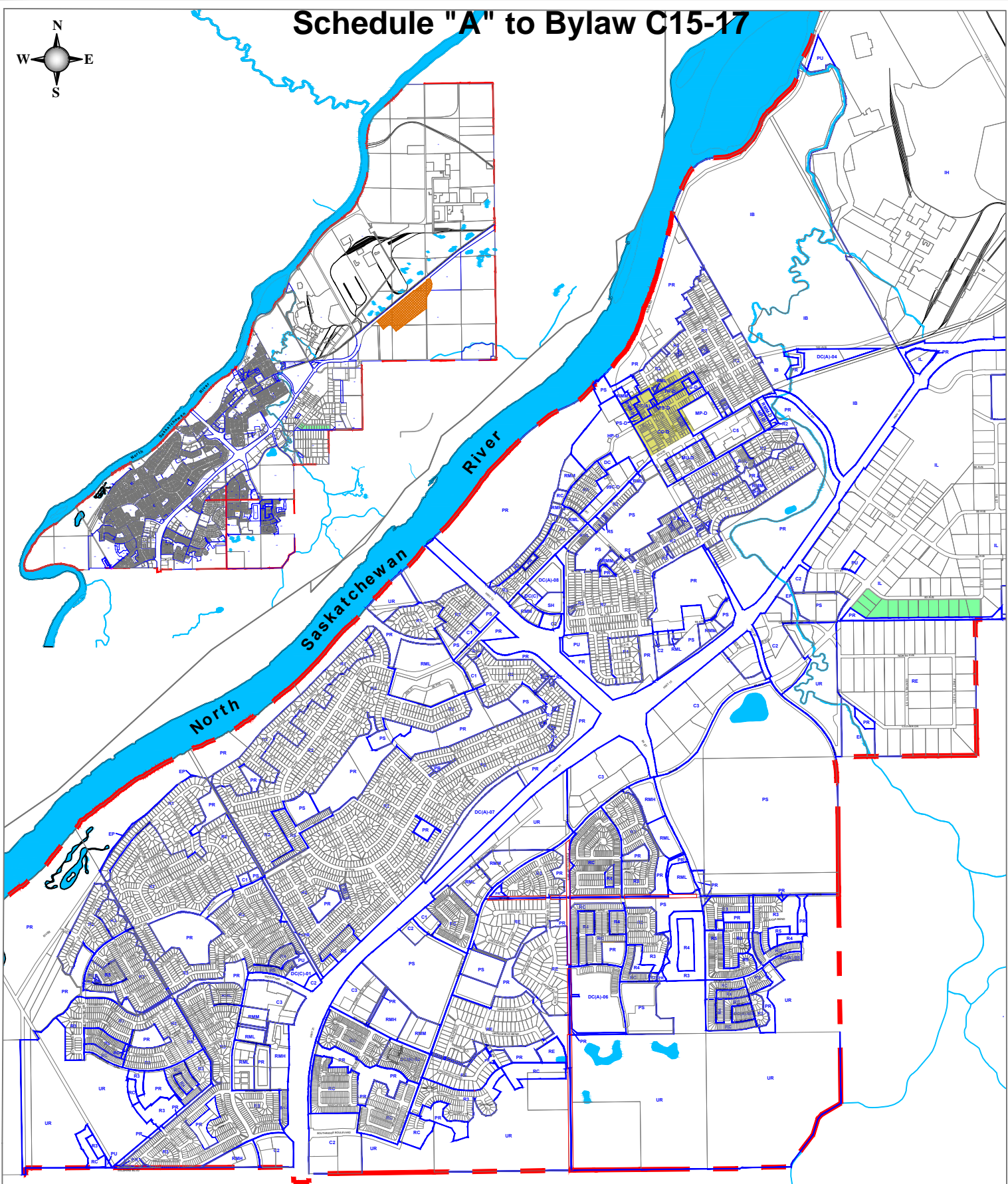
---

MAYOR

---

DIRECTOR, LEGISLATIVE SERVICES

Date Signed: \_\_\_\_\_



R1	Residential - Large Lot Residential	L	Light Industrial
R2	Residential - Medium Density Residential	H	Heavy Industrial
R3	Residential - Small Lot Residential	I	Light Industrial
R4	Residential - Single-Family Detached	B	Business
R5	Residential - Semi-Detached & Duplex Residential	I	Industrial Buffer
RC	Residential - Comprehensive Planned Residential	EP	Environmental Protection
RE	Residential - Employment Related Residential	P	Parks
RM	Residential - Medium Density Multiple Residential	M	Multiple Residential
RMH	Residential - Medium Density Multiple Residential	SH	Shoreline
S	Commercial - Neighbourhood Retail and Service		Shoreline Housing
C	Commercial - Village Oriented Retail and Service	(DC)	Direct Control (Council)
CS	Commercial - Community Office, Professional Services, and Civic Center	(DCC)	Direct Control (Commissioner)
CS	Commercial - Full Main Development District	(DCCN)	
CD-D	Cons Commercial - Downtown		The Driveway Overlay
MD	Main Development District - Downtown		Downtown Parking Overlay
MDM	Main Development District - Residential		
TLD	Traditional Residential - Downtown		S - Limited Use Overlay
TR	Transit Residential - Downtown		Figure 10-16 Varsity Overlay
PR	Public Service - Downtown		City of Cambridge
CP	Community Plan - Downtown		City of Cambridge



## APPENDIX A - LAND USE MAP

Bylaw C10-13

Last Amendment: July 4, 2017

Plot Date: July 4, 2017

**NOTE**  
The City of Fort Saskatchewan disclaims all responsibility for the accuracy or completeness of the information provided.  
The City shall not be liable for any loss or injury caused in whole or part by the use or interpretation of this information. Accurate determination of position and attributes of any feature described is only possible through field verification.

Drawing Name: C10-13 - Appendix A Land Use Map.dwg

## CITY OF FORT SASKATCHEWAN

### SCHEDULE A

---

#### Summary of Changes:

#### Part 1 – Title, Purpose and Jurisdiction

##### 1.3 Bylaw Compliance

- 1.3.1 Except as otherwise provided in Section 3.2 Development Permit Not Required, no development shall be undertaken within the City unless a Development Permit application has been approved, a Development Permit has been issued and the development is in compliance with the terms and conditions of the Development Permit issued pursuant to this Bylaw.
- 1.3.2 Where a Development Permit is not required, a development shall comply with all regulations of this Bylaw and all other applicable statutes.
- 1.3.3 A license, permit, approval or authorization granted by the Natural Resources Conservation Board (NRCB), Alberta Energy Regulator (AER) or Alberta Utilities Commission (AUC) shall prevail over any Statutory Plan, Land Use Bylaw, subdivision decision or development decision by a Development Authority, Subdivision Authority, Subdivision and Development Appeal Board or the Municipal Government Board, in accordance with Section 619(1) of the MGA.
- 1.3.4 Except as otherwise provided in this Bylaw, a residential site or principal dwelling shall not be declared as non-conforming for failing to have a minimum side yard of 1.5m (4.9ft) provided that:
  - (a) The principal dwelling was constructed with a side yard of 1.2m (3.9ft) or greater prior to the adoption of this Bylaw; and
  - (b) The principal dwelling is constructed after the adoption of this Bylaw on a site that was created and registered in the Land Titles Office prior to the adoption of this Bylaw.
- 1.3.5 Except as otherwise provided in this Bylaw, a residential site or principal dwelling shall not be declared as non-conforming for exceeding the maximum front yard setback provided that:
  - (a) The principal dwelling was constructed prior to the adoption of this Bylaw.

##### 1.5 Compliance with Other Legislation

- 1.5.1 A person applying for, or in possession of, a valid development permit is not relieved from full responsibility for ascertaining and complying with, or carrying out and shall ascertain, comply or carry out development in accordance with:

~~(a) the requirements of the Safety Codes Act, and regulations including the Alberta Building Code and Alberta Fire Code, Environmental Protection and Enhancement Act and Natural Resources Conservation Board Act;~~

(b) the requirements of any other federal, provincial or municipal enactment or any other law; and

(c) the conditions of any caveat, covenant, easement or other instrument affecting a building or land.

The Development Authority is not responsible for nor does the Development Authority have any obligation whatsoever to determine what other legislation may apply to a development, nor to monitor or enforce compliance with such legislation.

- 1.5.2 Neither the Development Authority nor any City official shall be required to examine the Title to any land or to make any inquiry to discover whether or not a development or the use of land or a building is affected by any applicable federal, provincial or municipal legislation or with the conditions of any caveat, covenant, easement, instrument, building scheme or agreement affecting the land or building. The Development Authority may; however, undertake these measures to confirm ownership if the City's property tax role is in the process of being updated or if this information is required for a subdivision application.

## **Part 2 – Administration, Procedures and Enforcement**

### **2.6 Land Use Map Boundaries**

- 2.6.1 The Land Use District and Overlay boundaries on the Land Use Map (Appendix A: Land Use Map) shall be interpreted as follows:

(a) Where a boundary is shown as following a public roadway, railway, pipeline, power line or utility right-of-way or easement, it shall be deemed to follow the centre line unless otherwise indicated;

(b) Where a boundary is shown as approximately following the City boundary, it shall be deemed to follow the City boundary;

(c) Where a boundary is shown as approximately following the edge or shoreline of any river, lake, creek or other water body, it shall be deemed to follow the edge or shoreline. In the event of a change in the location of the edge or shoreline, the boundary shall move with it;

(d) Where a boundary is shown as approximately following a parcel line or a site line, it shall be deemed to follow the parcel line or site line;

(e) Where Land Use Districts have been established in accordance with a proposed subdivision of land, the Land Use District shall be understood to conform to the Certificate of Title or the Plan of Survey when registered in the Alberta Land Titles Office. Upon registration, the Land Use District boundary shall be adjusted in accordance with the Plan of Survey or descriptive plan;



- (f) When abutting lands are governed by different Land Use Districts, the centre of a roadway shall be the Land Use District boundary, unless the Land Use District boundary is shown clearly following the edge of the roadway;
- (g) Where a boundary is shown as approximately following a topographic contour line or a top of bank line, it shall be deemed to follow such line and in the event of a change in the topographic contour or top of bank line, the boundary shall be deemed as moving with it;
- (h) Where features on the ground area are at variance with those shown on the Land Use Map (Appendix A: Land Use Map) or in other circumstances not mentioned above, the Development Authority shall interpret the Land Use District or Overlay boundary. ~~Any such decision may be appealed to Council;~~ and/or
- (i) For circumstances not covered above, the location of the boundary shall be determined by the Development Authority by any dimensions set out in this Bylaw and by measurement of the Land Use Map (Appendix A: Land Use Map).

2.6.2 Where the application of the interpretations above does not determine the exact location of a boundary and when the undetermined boundary in effect divides or splits a registered parcel of Land, the Development Authority shall determine the exact location of a boundary in doubt or in dispute in a manner consistent with the provisions of this Bylaw and to the degree of detail as to measurements and directions as the circumstance requires.

2.6.3 After the Development Authority has determined the exact location of a boundary, the location of that portion of the boundary shall not be altered, except by an amendment to this Bylaw.

## 2.10 Applications in Progress

2.10.1 An application ~~for a Subdivision or Development Permit~~ which is deemed complete on or after the coming into force of the Bylaw shall be evaluated under the provisions of this Bylaw.

2.10.2 An application for a Subdivision or Development Permit which is deemed complete prior to the coming into force of this Bylaw ~~shall be evaluated under the provisions of the City's Land Use Bylaw C10-13 as amended.~~ may be evaluated under the provisions of the preceding Bylaw.

2.10.3 An application for redistricting (whether or not deemed complete) that has not been given third reading by Council prior to the coming into force of this Bylaw shall be considered by Council pursuant to this Bylaw and any other relevant planning consideration.

## 2.18 Compliance Certificates

2.18.1 The registered owner, or a person with a legal or equitable interest in a site, may apply to the Development Authority for a Compliance Certificate.



- 2.18.2 The applicant for a Compliance Certificate shall submit no less than two original Real Property Reports, stamped and signed by a registered Alberta Land Surveyor, for the site; **and a copy of a Certificate of Title, no more than 90 days old.**
- 2.18.3 The Development Authority may issue a Compliance Certificate when, in the opinion of the Development Authority, the buildings as shown on the Real Property Report provided by the applicant are located on the site in accordance with the regulations of this Bylaw or the yard or building setbacks specified in any development permit which may have been issued; and the Development Authority is satisfied the use of the land is in accordance with the Land Use Bylaw.
- 2.18.4 The Compliance Certificate shall only cover those buildings, or parts thereof, shown on the Real Property Report as provided by the applicant.
- 2.18.5 The Development Authority may refuse to issue a Compliance Certificate when, in the opinion of the Development Authority, there is insufficient information from the applicant to determine if buildings as shown are located in accordance with the yard and building setback regulations of this Bylaw or the yard or building setbacks specified in any development permit which may have been issued for the site.
- 2.18.6 A Compliance Certificate is not a development permit.
- 2.18.7 The Development Authority may refuse to process an application for a Compliance Certificate if, in the opinion of the Development Authority, processing the Compliance Certificate application may negatively affect the interests of the City. Should the Development Authority not process an application for Compliance Certificate, all fees shall be returned to the applicant.

### **Part 3 – Development Applications and Process**

#### **3.1 Development Permits**

- 3.1.1 Except as provided in Section 3.2 Development Permit Not Required, no person shall commence a development in the City unless a Development Permit has first been issued pursuant to this Bylaw and the development is in accordance with the provisions of this Bylaw and with the terms and conditions of the Development Permit.
- 3.1.2 Pursuant to Section 3.10 Conditions of a Development Permit, when a Development Permit is approved with conditions, all conditions, except those of a continuing nature, shall be satisfied prior to a development commencing.
- 3.1.3 In addition to meeting the requirements of this Bylaw, it is the responsibility of the applicant to obtain other Safety Code approvals or licenses that may be required by other regulatory departments or agencies.
- 3.1.4 The Development Authority may advertise and shall notify adjacent property owners about any Development Permit applications for discretionary uses **and/or any Development Permit applications involving variances.**

- 3.1.5 No Development Permit for a permitted or discretionary use shall be issued in any newly developed subdivision until a Construction Completion Certificate (CCC) on all essential services has been issued by the City's Engineering Section, or a Substantial Completion Certificate has been received by the Engineer working on behalf of the developer for the subdivision.

### 3.2 Development Permit Not Required

- 3.2.1 A Development Permit is not required for the following developments provided that the proposed development complies with the applicable provisions of this Bylaw (Table 1):

Table 3.2: Development, Activities and Uses for which a Development Permit Is Not Required

Development, Activity or Use	Condition under which a Development Permit is Not Required
Accessory Buildings	Shall be less than 10.0m <sup>2</sup> (107ft <sup>2</sup> ) in area  (Deleted)  Shall meet Land Use District provisions
Commercial and Industrial Renovations	Shall not result in an increase in the building footprint  Where the intensity of the use does not change
Construction of public infrastructure	Shall be related to the construction of public infrastructure as authorized by a Development Agreement
Decks	Shall have a Height less than 0.6m (2.0ft)  Shall not be included in calculation of site coverage
Development, Activity or Use	Condition under which a Development Permit is Not Required
Fences	Shall <del>have a height less than 1.8m (6.0ft) and</del> comply with provisions of Section 4.7, 5.8, 6.4, 7.2 <del>and, 8.2 and 13.5</del>
Hard Surfacing	Shall be part of a development for which a Development Permit or Development Agreement has been issued  Shall be for vehicle or pedestrian access or parking  <del>Shall comply with the provisions of Section 5.9, if applicable</del>
Hot Tubs	Shall comply with development regulations
Landscaping	Shall be on private property  Shall have proposed grades which do not adversely impact the site or adjacent property

	Landscaping other than what is required by this Bylaw or a Development Permit
Maintenance of a Building	Shall be routine maintenance not including structural alterations (i.e. painting or replacing siding, windows, roof, etc.)
Parks	Shall be developed by either the City or Provincial or Federal Governments
Play Equipment	Shall meet the required setbacks and maximum height regulations
Public Improvements	Shall include the construction, alteration, maintenance of repair of a public roadway
Residential Renovations	Shall not increase the number of dwelling units  Shall not increase the building footprint
Satellite dishes	Shall be less than 1.2m (3.9ft) in diameter  Shall be attached directly to a roof, side wall or balcony
Solar collectors	Shall meet the provisions for solar collectors of the Land Use District in which they are located and may require building, Plumbing and Electrical Permits  Shall not create more than 10 kilowatts from all solar collectors on a site  Shall be used for thermal energy
<b>Development, Activity or Use</b>	<b>Condition under which a Development Permit is Not Required</b>
Shipping Containers/Moving Pods	Shall be permitted in a residential district for a maximum of 14 days for the purposes of moving.
Stripping, site grading or excavation	Shall be part of a development for which a Development Permit has been issued
Tents	Shall be in place for less than 24 hours
Temporary Construction Buildings (not including Show homes or temporary Sales Centers)	Shall not be used for human occupancy  Shall be incidental to construction for which a Development Permit has been issued

	Shall be removed within 30 days of substantial completion or as determined by the Development Authority
Temporary Government Services	Shall be used in connection with a federal, provincial or municipal election, referendum or census
Temporary outdoor event and associated temporary structures	Shall be incidental to the principal and permitted use of the site. Shall last for no longer than five consecutive days including the time needed to erect and dismantle any temporary structures
Temporary swimming pools	Shall be installed on above grade on a seasonal basis  Shall be removed during winter months  Shall meet Land Use District provisions and the Alberta <i>Safety Codes Act</i>
Temporary Retail Sales	Shall be temporary  May include hawking of food products, Christmas trees, flowers or other miscellaneous goods
Towers, Flag Poles and other Poles	Shall not exceed 4.6m (15.1ft) in height in any Residential Land Use District
Utilities on Private Land	May include railways, pipelines, irrigation ditches, conduit flumes and utility lines  Shall not be integral to an approved development
<b>Development, Activity or Use</b>	<b>Condition under which a Development Permit is Not Required</b>
Utilities on Public Land	Shall be carried out on behalf of federal, provincial or municipal authorities on land that is publicly owned or controlled
Those developments, activities and uses exempted under Section 618 of the MGA and regulations thereto	

### 3.3 Variance to Regulations

3.3.1 The Development Authority may approve or conditionally approve an application for a development that does not comply with this Bylaw, if in the opinion of the Development Authority:

(a) The proposed development would not:

- i. Unduly interfere with the amenities of the neighbourhood; or

- ii. Materially interfere with or affect the use, enjoyment, safety or value of neighbouring land; and
- iii. (Deleted)

and

- (b) The proposed development conforms with the use prescribed for that land or building in this Bylaw.
- (c) In consideration of the above, the Development Authority shall consider the specific merits of the application; practical difficulties peculiar to the Use, character, or situation of land or a building, which are not generally common to other land in the same district; and
- (d) The Development Authority may consider if an error occurred in the siting of the building or structure and rectifying the error would create unnecessary hardship to the property owner.

3.3.2 Notwithstanding Section 3.3.1, the Development Authority, shall not approve:

- (a) A development that does not comply with the provisions of this Bylaw in terms of yard setbacks or site coverage, if:
  - i. The development encroaches onto or over any easement, unless an encroachment agreement has been granted in respect of it, and the development meets all other requirements of this Bylaw; or
  - ii. If the development encroaches onto or over any property line nor create any drainage problem.

~~(b) A variance in excess of 15% of the particular Bylaw requirement.~~

3.3.3 (Deleted)

3.3.4 If a variance is granted, the Development Authority shall specifically detail its nature and extent in the associated Development Permit.

~~3.3.5 Subject to 3.3.1 and 3.3.2, the Development Authority may grant a variance of no more than 5% of a particular Bylaw regulation for a Development Permit Application. If a variance is requested for greater than 5% but no more than 15%, the variance shall be presented to the Variance Review Committee to decide upon the variance.~~

3.3.6 (Deleted)

3.3.7 The Development Authority shall not refuse a Development on a site that does not meet the provisions of this Bylaw in terms of width, depth, or site area, provided that the site was legally registered at the time of adoption of this Bylaw and that the development meets all other requirements of this Bylaw.

### 3.4 Requirements for a Development Permit Application

#### 3.4.1 An application for a Development Permit shall include:

- (a) An application made to the Development Authority on the prescribed form that shall be signed by the applicant or the applicant's agent as well as the land owner, authorized in writing. The correctness of the information supplied shall, when required by the Development Authority, be verified by a Statutory Declaration; and
- (b) The applicable Development Permit fee as established in the City of Fort Saskatchewan Fees and Charges Bylaw.

#### 3.4.2 The Development Authority may also require:

- (a) The proposed use or occupancy of all parts of the land and building;
- (b) Fully dimensioned plans showing the elevations, floor plans and perspective of the proposed development including a description of the exterior finishing materials and colours;
- (c) A vicinity map indicating the location of the proposed development in relation to nearby public roadways and other significant physical features which may have implications for the proposed development;
- (d) A map showing the designated land use of the site and all properties within 91.4m (299.9ft) of the boundaries of the site;
- (e) A copy of the current Certificate of Title indicating ownership of the site;
- (f) Two hard copies of a site plan to an engineer or architect scale and one digital copy of a site plan showing all of the following **in metric measurements**:
  - i. North arrow;
  - ii. Scale of plan, to the satisfaction of the Development Authority;
  - iii. Legal description of property;
  - iv. Municipal address;
  - v. Property lines shown with dimensions;
  - vi. Front, side and rear yard setback areas shown with dimensions;
  - vii. Dimensioned layout of existing and proposed parking areas, driveways, paved areas, entrances and exits abutting public roadways shown and labeled;

- viii. Location of sidewalks and curbs;
  - ix. Location of existing and proposed municipal and private local improvements;
  - x. Location, dimensions and height of principal building and other structures including accessory developments, garages, carports and fences;
  - xi. Location of major landscaped areas including retaining walls and existing trees;
  - xii. Site topography, drainage patterns, grade and special conditions; and
  - xiii. Location of all registered utility easements and rights-of-way.
- (g) Photographic prints showing the site in its existing condition;
  - (h) How the form, mass and character of the proposed development will relate to neighbouring developments;
  - (i) How the exterior finish of the building will relate to existing or planned facades of neighbouring buildings;
  - (j) A detailed landscaping plan of the entire site to show grading, loading and parking areas, tree planting or removal, grassed areas, the location and species of shrubs and trees, playgrounds and parks;
  - (k) A geotechnical or flood plain study prepared by a qualified engineer if, in the opinion of the Development Authority, the site is potentially hazardous or unstable;
  - (l) A ~~level~~ Phase 1 and/or ~~level~~ Phase 2 environmental site assessment, conducted according to Canadian Standards Association (CSA) guidelines to determine potential contamination and mitigation;
  - (m) An environmental impact assessment prepared by a qualified professional if the proposed development may, in the opinion of the Development Authority, result in potentially significant environmental effects;
  - (n) A traffic impact analysis prepared by a qualified engineer specializing in transportation engineering. Such an analysis shall include, but not be limited to, impacts on adjacent public roadways, pedestrian circulation on and off the site, vehicular circulation on and off the site, turning radius diagrams for large truck movements on and off the site, and any other information required by the Development Authority;
  - (o) A parking study prepared by a qualified engineer specializing in transportation engineering;

- (p) A noise attenuation study prepared by a qualified professional;
- (q) A report showing the effect of wind or shadow produced by the proposed development;
- (r) Copies of a Plan of Survey prepared by an Alberta Land Surveyor showing the following:
  - i. the site to be developed; and
  - ii. Provide all elevations derived from geodetic datum
- (s) A reclamation plan for aggregate extraction or other major surface disturbances;
- (t) Information to assist in assessing the impact the proposed development may have on utilities, services, traffic circulation within the site and on adjacent public roadways, land use, tax base, community facilities, employment and other matters;
- (u) Samples of exterior finishing materials;
- (v) Elevation of any signs proposed for the development;
- (w) A Risk Assessment;
- (x) A Fire Safety Plan;
- (y) Information showing that the applicant has discussed the proposal with nearby property owners; and
- (z) Such other plans, photographs, or other documents and information of any kind that the Development Authority may consider necessary to properly evaluate the proposed development.

### 3.9 Decision on a Development Permit

3.9.1 In making a decision on a Development Permit application for a permitted use, the Development Authority:

- (a) Shall approve, with or without conditions, the application if the proposed development conforms to this Bylaw;
- (b) May refuse the application if the proposed development does not conform to this Bylaw; or
- (c) May approve the application with variances to the Bylaw.

3.9.2 In reviewing a Development Permit application for a discretionary use, the Development Authority shall have regard to:



- (a) The circumstances and merits of the application, including but not limited to:
  - i. The impact on properties in the vicinity from such nuisance factors such as traffic, smoke, other airborne emissions, odours and noise;
  - ii. The design, character and appearance of the proposed development and, in particular, whether it is reasonably compatible with, and complementary to the surrounding properties and land use; or
  - iii. The servicing requirements for the proposed development;
- (b) The purpose and intent of any applicable Statutory Plan adopted by the City; and
- (c) The purpose and intent of any non-statutory plan and pertinent policy adopted by the City.

3.9.3 In making a decision on a Development Permit application for a discretionary use, the Development Authority:

- (a) May approve the application, with or without conditions, based on the merits of the application if it conforms to the requirements of this Bylaw and any applicable approved Statutory Plan or approved policy affecting the site;
- (b) May refuse the application even if it conforms to the requirements of this Bylaw; and/or
- (c) May refuse the application if the proposed development does not conform to the requirements of this Bylaw.

3.9.4 When considering a Development Permit application for a permitted or discretionary use, the Development Authority may require conformance to approved subdivision Engineering Drawings including, but not limited to:

- (a) Lot grading;
- (b) Roadway plans;
- (c) Utility servicing plans; and
- (d) Storm water servicing plans.

3.9.5 Notwithstanding any other provisions or requirements of this Bylaw, the Development Authority may establish a more stringent standard or requirement for a discretionary use when the Development Authority deems it necessary to do so.

3.9.6 (Deleted)

3.9.7 (Deleted)

3.9.8 Variances shall be processed and notification to adjacent owners given in accordance with Sections 3.11.4 through 3.11.6 of this Bylaw.

3.9.9 (Deleted)

3.9.10 Where a specific use does not conform to the wording of any Use Class definition or generally conforms to the wording of two or more Use Class definitions, the Development Authority may exercise discretion to deem that the use conforms to and is included in that Use Class which he considers to be the most appropriate in character and purpose. In such a case, the use shall be considered a Discretionary Use, whether or not the Use Class is listed as Permitted or Discretionary within the applicable District.

~~3.9.11 Subject to Section 3.3 of this Bylaw, the Development Authority may approve an application for a Development Permit even though the proposed use does not comply with this Bylaw.~~

### 3.13 Suspension and Cancellation of a Development Permit

3.13.1 If the development authorized by an approved Development Permit is not commenced within 12 months from the date of the issuance of the Development Permit, or if the applicant has not obtained an approved Building Permit within 12 months of the date of the issuance of the Development Permit, the Development Permit shall be deemed void unless the applicant advises the Development Authority, within 30 days prior to the expiry of such 12 month period and the Development Authority grants an extension. The Development Authority may grant up to a one year extension of a Development Permit.

3.13.2 A development shall be completed to the satisfaction of the Development Authority within 24 months of the issuance of the Development Permit, unless the applicant, within 30 days prior to the expiry, applies for and is granted an extension from the Development Authority ~~prior to the end of the 24 month period~~. ~~The Development Authority may grant one (1) extension of the effective period and the extension period shall not exceed twelve (12) months.~~

3.13.3 The Development Authority may suspend or cancel a Development Permit following its approval or issuance if:

- (a) The Development Permit application contains a misrepresentation;
- (b) Facts have not been disclosed which should have been at the time of consideration of the application for the Development Permit;
- (c) The Development Permit was issued in error;
- (d) The requirements or conditions of the Development Permit have not been complied with; or

- (e) The applicant requests in writing that the Development Authority cancel the Development Permit provided that the use, development or construction has not commenced.
- 3.13.4 If the Development Authority suspends or cancels a Development Permit, written notice of the suspension or cancellation shall be provided to the applicant;
- 3.13.5 Upon receipt of the written notice of suspension or cancellation of a Development Permit, the applicant shall cease all development and activities related to the development.
- 3.13.6 Notice of the Development Authority's decision to cancel the Development Permit, shall be provided in writing by ordinary mail to the property owner and to the applicant of the Development Permit and such notice shall state the reasons for cancellation of the Development Permit.

#### **Part 4 – General Regulations for All Land Use Districts**

##### **4.8 General Landscaping Requirements**

- 4.8.1 Landscaping required pursuant to Sections 5.9, 5.10, 6.6, 7.4 and 8.3 of this Bylaw shall be completed within the time specified in a Development Permit, at the discretion of the Development Authority, or within two years from the date of a Development Permit, whichever is earlier.
- 4.8.2 All plants used to complete landscaping required by this Bylaw shall be tolerant to District 3A and to specific site conditions, such as sun, shade, excessive wind, road salts, etc. Landscaping shall be designed to provide for the long-term health, viability and coverage of plantings through methods including, but not limited to size and spacing of plants, depth and quality of soil and access to light and air.
- 4.8.3 Landscaping required by this Bylaw shall be provided, at the time of planting, according to the following specifications:
  - (a) 50.0mm (1.97in) minimum caliper for deciduous trees;
  - (b) 2.0m (6.6ft) minimum height for coniferous trees;
  - (c) 600.0mm (23.62in) minimum height and 400.0mm (15.75 in) minimum spread for shrubs; and
  - (d) A proportion of deciduous to coniferous trees approximately equal to 60:40, unless otherwise specified by the Development Authority.
- 4.8.4 Landscaping on public property shall adhere to the City's Engineering Standards.
- 4.8.5 (Deleted)
- 4.8.6 In the event that the landscaping required in an approved development is inappropriate or fails to survive within the warranty period following planting, the

Development Authority may allow or require alternative landscaping materials to be substituted.

4.8.7 The use of potable water for landscaping irrigation should be minimized through methods including, but not limited to harvesting, processing and recycling of rainwater, stormwater and building grey water and the use of indigenous, drought-resistant and hardy trees, shrubs, plants and turf that require no irrigation, fertilizers, pesticides or herbicides.

4.8.8 Landscaping should be used to enhance the quality and human experience of public spaces and highlight major circulation patterns, pedestrian pathways and the overall development.

4.8.9 Required landscaping shall include a variety of trees, shrubs and planted ground cover.

#### 4.9 Landscaping Plans

4.9.1 Except in Low Density Residential Land Use Districts, where landscaping is required to be provided for an area in excess of 500.0m<sup>2</sup> (5,382.0ft<sup>2</sup>) by this Bylaw, the required landscaping plan shall be prepared by a designated Landscape Architect or Landscape Architectural Technologist.

4.9.2 Where landscaping is required by this Bylaw the applicant shall provide a detailed landscaping Plan at the time of Development Permit application. The landscaping plan shall include the following information:

- (a) Existing and proposed site features, including but not limited to property lines, easements, utility lines, poles and boxes, adjacent rights-of-way and public spaces, berms, retaining walls, and fences;
- (b) Existing and proposed buildings and structures;
- (c) Calculations of the total landscaping area and plant quantities;
- (d) Existing and proposed topography and site grading;
- (e) Existing vegetation on the site and whether it is to be retained or removed;
- (f) Proposed landscaping, including the type, species, sizes and number of plant materials and the types of hard surfaced landscaped areas; and
- (g) Proposed screening of trash collection areas, open storage areas, or outdoor services areas including any loading, unloading and vehicular service areas that are visible from an adjoining site in a Residential or Commercial Land Use District or from a public roadway other than a lane. Screening shall be designed to provide a visual buffer from the ground to a height of 1.8m (5.9ft) and the location, length, thickness and height of screening materials shall be indicated on the landscaping plan.

- 4.9.3 If a development is completed in phases, required landscaping shall be completed in sequence with development phases. These phases shall be shown on the landscaping plan.
- 4.9.4 Where a landscaping plan is required, no landscaping work shall be commenced until the landscaping plan is approved by the Development Authority.
- 4.9.5 The Development Authority may approve, deny, or require changes to a landscaping plan if, in their opinion, it is not in compliance with the requirements of this Bylaw. Provided that the purposes of this Section are still achieved, written requests for alternative landscaping schemes may be submitted to the Development Authority and may be justified only when one or more of the following conditions apply:
- (a) The site has space limitations or an unusual shape;
  - (b) Topography, soil, or other site conditions are such that full compliance is impossible or impractical;
  - (c) It can be demonstrated that the alternative proposal will result in better environmental or aesthetic quality and conditions; or
  - (d) Safety considerations are involved and no other alternative exists to reduce potential hazards.

#### 4.29 Garbage and Recycling Enclosures

- 4.29.1 Areas on a site used for garbage and recycling storage shall be developed and maintained as follows, to the satisfaction of the Development Authority:
- (a) Areas for storage of garbage and recyclable materials shall be adequate in capacity, number and distribution to serve the development;
  - (b) Garbage and recycling areas ~~that are visible from adjacent public roadways, residential and/ commercial sites shall be screened with an enclosure a minimum of 1.8m (6.0ft) in height consisting of a solid wood board fence, a chain link fence with privacy slats, or a combination of fencing and landscaping;~~ in proximity of adjacent public roadways, residential and/or commercial sites shall be screened appropriately. The screening shall take into consideration the site characteristics, to the satisfaction of the Development Authority
  - (c) ~~Enclosures shall include a gate for service/collection and walk-in access; and~~
  - (d) ~~Enclosure areas shall be designed and located to provide adequate, safe and efficient access for service vehicles.~~

- (e) For sites with lane access, garbage and recycling storage shall not be located within a front or flanking front yard.
- (f) For commercial and industrial districted sites without lane access, the Development Authority may require garbage and recycling storage to be located within the rear yard taking into consideration the merits of the application and site characteristics.

#### 4.30 Communication Tower

- 4.30.1 In all cases, the process outlined in this Section shall not transfer any Federal decision making authority, nor confer any right of veto to the City in the location of the communication tower.
- 4.30.2 Communication tower development shall require a municipal land use consultation attestation.
- 4.30.3 Applicants shall submit a Development Permit application to the Development Authority along with the appropriate fees.
- 4.30.4 The applicant shall be responsible for holding an open house following the submission of a complete Development Permit application to the Development Authority. Notices shall be sent to property owners within a radius of six times the height of the proposed communication tower. In addition, the applicant shall advertise the open house in two consecutive editions of the local newspaper.
- 4.30.5 Industry Canada is responsible for regulating communication towers in Canada and for authorizing the location of communication towers. In making its decision regarding communication towers, Industry Canada considers the following:
  - (a) The input provided by the affected municipality;
  - (b) Compliance with Transport Canada's painting and lighting requirements for aeronautical safety;
  - (c) Health Canada's safety guidelines respecting limits of exposure to radio frequency fields; and
  - (d) An environmental impact assessment that may be required in order to comply with the *Canadian Environmental Assessment Act*.
- 4.30.6 Communication towers shall be located in a manner that minimizes the impact on the natural environment and residential communities while recognizing the unique location requirements for siting communication tower.
- 4.30.7 Unless demonstrated by the applicant to be impractical, transmission antennae shall be mounted on existing structures (including buildings and towers) or within transportation and utility corridors.

4.30.8 To the maximum extent feasible, co-location of communication towers shall be explored.

4.30.9 The Development Authority may provide recommendations to Industry Canada with respect to how the proposed development complies with the following development standards, to the maximum extent feasible:

- (a) The minimum separation from Residential Land Use District shall be 200.0m (646.2ft);
- (b) Shall be camouflaged and have the appearance and aesthetic of the buildings allowed in the Land Use District;
- (c) Shall not be located in a front yard;
- (d) Shall meet the setback requirements of the Land Use District , or meet setback requirements that are satisfactory to the Development Authority;
- (e) Shall be enclosed with a minimum 1.8m (5.9ft) high fence with a locking gate; and
- (f) Shall have landscaping that reflects the typical landscaping in the neighbourhood.

4.30.10 (Deleted)

4.30.11 A letter of concurrence or non-concurrence shall be provided to the applicant with the development permit decision.

#### 4.33 Home Office

4.33.1 As determined by the Development Authority, home office shall:

- (a) Not be a cause of inconvenience to adjacent landowners or tenants;
- (b) Not employ any person on-site other than a resident of the dwelling;
- (c) Not have outside storage of material, equipment or products ~~nor shall the business be conducted on the lot outside the dwelling unit;~~
- (d) ~~Not extend the business activity to the garage, accessory buildings or outside yard;~~
- (e) ~~Not be detectable from outside the dwelling~~
- (f) Have signs only in accordance with Part 12 – Signs of this Bylaw;
- (g) Require separate Development Permits and Alberta Building Code approvals where alterations to the dwelling or accessory building associated with a home office are required;

- (h) Not involve any business associated visits; and
- (i) Not involve any parking of commercial vehicles.

4.33.2 The Development Authority may impose such conditions on the approval of an application as, within their opinion, are necessary to ensure that home offices permit residents of the community a broad choice in the use of their homes as a place of livelihood and supplemental income while protecting residential areas from potential adverse impacts.

#### 4.35 Secondary Suites

##### 4.35.1 Secondary Suites shall:

- (a) Be subordinate, incidental to, and exclusively devoted to a principal dwelling unit;
- (b) Not be approved if a Development Permit has been issued and is still valid for a Bed and Breakfast, Group Home, Group Home (limited), or Boarding Facility;
- (c) Be permitted only within a Single Detached Dwelling and shall not be permitted within any other Use class.
- (d) Be restricted to a maximum of one secondary suite per dwelling;
- (e) Be developed in such a manner that the exterior of the principal dwelling containing the secondary suite shall appear as a single dwelling unit;
- (f) Be located only on sites with a minimum width of 11.2m (36.7ft);
- (g) Provide a minimum floor area of not less than 30m<sup>2</sup> (322.9ft<sup>2</sup>) and not more than the total floor area of the principal dwelling unit;
- (h) Not be separated from the principal dwelling through a condominium conversion or subdivision;
- (i) Have a separate entry from the principal dwelling unit, either from a common indoor landing or from the exterior. If the entry to the Secondary Suite is direct from the exterior, such entry shall not be from the front or flanking front of the principal dwelling unit;
- (j) Have a maximum of two bedrooms; and
- (k) Provide parking in accordance with Section 11.
- (l) (Deleted)
- (m) (Deleted)



4.35.2 The applicant/owner in possession of a valid development permit is not relieved from full responsibility for ascertaining and complying with or carrying out development in accordance with relevant requirements of the Alberta Building Code and *Safety Codes Act*.

4.35.3 (Deleted)

#### 4.41 Veterinary Clinic, Kennel and Pet Care Service Uses

4.41.1 Veterinary clinics, kennels and pet care services shall (unless otherwise specified in the Land Use District):

- (a) Be adequately designed and located to suppress annoying emissions. Pens, rooms and runs shall be adequately soundproofed;
- (b) Be equipped with an adequate number of indoor exercise runs relative to the maximum number of animals that can be housed overnight; and
- (c) Have a separate air exchange system in the animal holding area so that heating and air conditioning are not shared with other businesses.

4.41.2 Kennels shall not be within 150.0m (492.1ft) of any residential development.

4.41.3 Outside enclosures, pens, runs or exercise areas shall:

- (a) Not be located within a front or flanking front yard;
- (b) Be visually and acoustically screened to the satisfaction of the Development Authority; and
- (c) Not be allowed if, in the opinion of the Development Authority, the existence of outdoor pens, runs or exercise areas will materially interfere with or affect with the use, enjoyment, or value of adjacent parcels of land.
- (d) **Not be permitted within Commercial Land Use Districts**

### **Part 5 – Residential Land Use Districts**

#### 5.3 Accessory Uses and Buildings: General

5.3.1 Where an accessory building is attached to the principal building by an open or enclosed roofed structure it is to be considered part of the principal building and is subject to the setbacks required for the principal building.

5.3.2 Accessory uses and buildings shall be considered as a permitted use in a Land Use District when the principal use is a permitted use in that same Land Use District and for which a Development Permit has been issued.

- 5.3.3 Accessory uses and buildings shall be considered as a discretionary use in a Land Use District when the principal use is a discretionary use in that same Land Use District and for which a Development Permit has been issued.
- 5.3.4 Where an accessory building is to be located on or attached to another accessory development, the combined structure is to be considered as a single accessory building.
- 5.3.5 Unless otherwise provided in a specific Land Use District, accessory buildings within Residential Land Use Districts shall be located:
- (a) Not within a front yard area or within a front flanking yard area;
  - (b) No closer than 1.2m (3.9ft) from any other building, on-site, unless attached to or located thereon;
  - (c) No closer than 1.0m (3.3ft) from the rear property line;
  - (d) No closer than 1.0m (3.3ft) from the side property line; and
  - (e) Such that eaves and foundations do not encroach onto public utility lots or easement;
- 5.3.6 Unless otherwise provided for in a specific Land Use District, accessory buildings shall:
- (a) Not exceed 5.0m (16.4ft) in height;
  - (b) Not exceed 3.0m (9.8ft) in height for vertical exterior walls;
  - ~~(c) Not have a total lot coverage which exceeds 15%;~~
  - (d) Be finished with an exterior treatment complementing that of the principal building with respect to colour, finish, materials and texture;
  - (e) Have hard surfaced access from the street to the accessory development when intended for vehicular use; and
  - (f) Attached and detached garages shall meet the minimum size requirements of Section 11.4.3.
- 5.3.7 Accessory buildings in Residential Land Use Districts may include, but are not limited to, detached garages, carports, sheds, storage buildings, gazebos and swimming pools and hot tubs not attached to the principal building. Any Accessory building not specifically identified herein shall meet the minimum height and setback requirements for a residential detached garage.
- 5.3.8 The maximum site coverage permitted in a Land Use District shall be inclusive of the combined total area used for all accessory developments, with the exception of accessory developments under 10.0m<sup>2</sup> (107.6ft<sup>2</sup>).

## Detached Garages

5.3.9 Unless otherwise provided in a specific Land Use District, detached garages within Residential Land Use Districts shall be located:

- (a) No closer than 1.0m (3.3ft) from a rear lot line or side lot line, unless:
  - i. Located on a corner site, in which case in conformity with the front flanking yard setback for a dwelling; and
  - ii. Adjoining rear detached garages are constructed with a party wall, in which case an appropriate legal agreement shall be in place between the two landowners and a copy of such agreement shall be provided to the Development Authority along with any application for Development and Building Permits.
- (b) Notwithstanding Section 5.3.9(a)(i), no closer than 1.0m (3.3ft) from the flanking property line provided that
  - i. The rear property line of the corner site is 10.1m (33.1ft) or less; and
  - ii. The detached **garage** is facing a rear lane and is contained within 9.0m (29.5ft) of the rear property line.
- (c) No closer than 1.2m (3.9ft) from a rear lane when facing a rear lane, unless otherwise specified in the Land Use District in which it is located; and
- (d) Such that a roof overhang projects no more than ~~0.6m (2.0ft)~~ 0.3m (0.98ft) into a rear or side yard setback area.

5.3.10 Where a site requires vehicular access from the front public roadway to a detached garage at the rear of the site, one side yard setback to the principal building shall be a minimum of 3.0m (10.0ft).

## Sheds

5.3.11 Unless otherwise provided in a specific Land Use District, Sheds within Residential Land Use Districts shall be located:

- (a) No closer than 1.2m (3.9ft) from the principal building; and
- (b) Such that a roof overhang projects no more than ~~0.6m (2.0ft)~~ 0.3m (0.98ft) into the side or rear yard setback area.

## 5.5 Building and Structure Projections in Residential Land Use Districts

5.5.1 Subject to the approval of the Development Authority, the following maximum projections into required yard setback areas may be permitted (Table 5.5):

Table 5.5: Maximum Residential Building and Structure Projections

Projection	Front Yard Setback Area	Rear Yard Setback Area	Side Yard Setback Area
Air Conditioning Unit	Not permitted	1.2m (3.9ft) max	0.6m (2.0ft) max
Bay window	0.6m (2.0ft) max	1.2m (3.9ft) max	0.6m (2.0ft) max
Chimney, including eave, 1.83m (6.0ft) in width or less	1.2m (3.9ft) max	1.2m (3.9ft) max	0.6m (2.0ft) max
Eaves of a Principal Building	0.6m (2.0ft) max	0.6m (2.0ft) max	0.6m (2.0ft) max
Eaves of an Accessory Building	0.3m (1.0ft) max	0.3m (1.0ft) max	0.3m (1.0ft) max
Landing less than 2.5m <sup>2</sup> (26.7ft <sup>2</sup> ) in area providing access to the main or lower level of the dwelling to which it is attached	To the lot line	To the lot line	To the lot line
Patio	To the lot line	To the lot line	To the lot line
Uncovered deck or balcony	1.5m (4.9ft) max	2.4m (7.9ft) max	Not Permitted
Unenclosed Stairway	1.2m (3.9ft) max	1.2m (3.9ft) max	0.6m (2.0ft) max
Wheelchair Ramp	To the lot line	To the lot line	To the lot line
Window Well	0.6m (2.0ft) max	0.6m (2.0ft) max	0.6m (2.0ft) max

**5.5.2 A Room-Enhancing Cantilever may not project into any setback areas, except:**

- (a) Subject to the approval of the Development Authority, a Room-Enhancing Cantilever may project up to a maximum of 0.6m (2.0ft) in to a front flanking yard setback area, provided that the width of any single room-enhancing cantilever does not exceed 3.0m (10.0ft) and that the cumulative total of all room-enhancing cantilevers does not cover more than 50% of the front flanking building facade.

**5.6 Decks and Patios**

- 5.6.1 Decks within Residential Land Use Districts shall be located to preserve the privacy on adjacent properties.
- 5.6.2 Decks within Residential Land Use Districts shall require a Development Permit if located ~~more than~~ 0.6m (2.0ft) **or greater** above grade and shall adhere to all setbacks for the principal building when attached to the principal building, except for the projections noted in Table **2 5.5**.
- 5.6.3 Decks within Residential Land Use Districts that are less than 0.6m (2.0ft) above grade shall not be included in the calculation of combined site coverage on a lot.

**5.8 Fences, Walls and Hedges in Residential Districts**

5.8.1 Fences, walls or hedges within Residential Land Use Districts on interior lots shall be no higher than:

(a) 1.8m (6.0ft) along a rear or side yard property line; and

(b) 0.91m (3.0ft) along the front yard property line.

5.8.2 Where a property in a Residential Land Use District abuts or faces an arterial roadway or a railway line the Development Authority may approve a fence height greater than 1.8m (~~5.9~~ 6.0 ft).

5.8.3 Notwithstanding Section 4.23 Corner Site Restrictions, fences, walls and hedges within Residential Land Use Districts on corner or double fronting lots may be increased to a height of 1.8m (~~5.9~~ 6.0 ft) along the flanking front yard property line, provided that the fence, wall or hedge is not located within any portion of the defined front yard.

5.8.4 There shall be no electrification of fences nor barbed wire in Residential Land Use Districts.

5.8.5 Notwithstanding anything in this section, no fence is permitted in the front or side yard of a corner lot if, in the opinion of the Development Officer, the fence will block or impede traffic sight lines.

## 5.9 Landscaping Requirements for Residential Land Uses

5.9.1 Any portion of a site located in any Residential Land Use District that is not occupied by buildings, structures, parking, vehicular circulation, or loading areas shall be landscaped or maintained in its natural state (if the natural portion of the site consists of a body of water, swamp, gully, ravine, coulee, natural drainage course, or other environmentally sensitive area).

5.9.2 ~~No less than 25% No more than 75%~~ of the front yard of any single detached, semi-detached, duplex or multi-attached dwelling shall be ~~landscaped with soft landscaping elements such as trees, shrubs, plants, lawns and ornamental plantings~~ covered in hard landscaping.

## 5.11 Objects Prohibited or Restricted in Residential Districts

5.11.1 No person shall keep or permit to be kept in any part of a yard in any Residential Land Use District:

~~(a) Any inoperable, unlicensed, unregistered or derelict vehicle for more than 14 successive days;~~

~~(b) Any vehicle weighing in excess of 4000kg (3.9tons) (excepting recreation vehicles) for longer than is reasonably necessary to load or unload such a vehicle;~~

~~(c) Any object or chattel which, in the opinion of the Development Authority, is unsightly or tends to adversely affect the amenities of the neighbourhood; or~~

(d) Any excavation, storage or piling up of materials required during construction unless all necessary safety measures are undertaken. The owner of such materials or excavations shall assume full responsibility to ensure that the situation does not prevail any longer than reasonably necessary to complete a particular stage of construction work.

## 5.15 R1 – Large Lot Residential District

### 5.15.1 R1 Purpose

This District is generally intended to recognize existing single detached dwellings in mature neighbourhoods while allowing new, low density redevelopment that is sensitive to the scale, character and design of existing development on the block face.

### 5.15.2 R1 Permitted and Discretionary Uses

(a) R1 Permitted	(b) R1 Discretionary
<ul style="list-style-type: none"> <li>- Home Office</li> <li>- Secondary Suite Dwelling</li> <li>- Single Detached Dwelling</li> <li>- <del>Swimming Pool</del></li> <li>- Accessory development to any use listed in subsection 5.15.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.15.2(b)</li> </ul>

#### 5.15.3 R1 Site Subdivision Regulations for Single Detached Dwellings

	Interior Site	Corner Site
(a) Site Area	578.0m <sup>2</sup> (6,211.5.2ft <sup>2</sup> )	646.0m <sup>2</sup> (6,953.5ft <sup>2</sup> )
(b) Site Width	17.0m (55.7ft) minimum with a lane  20.0m (65.6ft) minimum without a lane	19.0m (62.3ft) minimum with a lane  21.0m (68.9ft) minimum without a lane
(c) Site Depth	34.0m (111.6ft) minimum	

#### 5.15.4 R1 Site Development Regulations for Single Detached Dwellings.

	Interior Site	Corner Site	
(a) Front Yard Setback	7.0m (23.0ft) minimum  8.0m (26.3ft) maximum	Front	7.0m (23.0ft) minimum
			8.0m (26.3ft) maximum
		Flanking	6.0m (19.7ft) minimum  7.0m (23.0ft) maximum
(b) Rear Yard Setback	8.0m (26.2ft) minimum  6.0m ( 19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site		
(c) Side Yard Setback	2.3m (7.6ft) minimum		
	Where a site has a rear detached garage with vehicular access from the front only, one side yard setback shall be a minimum of 3.0m (10.0ft)		
(d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum		
(e) Site Coverage	40% maximum for principal building over one storey, excluding decks		

	45% maximum for principal building of one storey, excluding decks
	45% maximum for all buildings and structures where principal building is over one storey
	50% maximum for all buildings and structures where principal building is one storey
	15% maximum total lot coverage for all accessory buildings
(f) Density	Maximum of one dwelling unit per site, plus one secondary suite dwelling unit where permitted

#### 5.15.5 Additional Development Regulations for R1:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs; and
- (b) Subject to Section 1.3.5, where a dwelling constructed prior to the adoption of this Bylaw exceeds the maximum front yard setback, it shall be considered to be in conformity with the Land Use Bylaw.

### 5.16 R2 – Medium Lot Residential District

#### 5.16.1 R2 Purpose

This District is generally intended to accommodate single detached dwellings and accessory uses on medium sized lots.

#### 5.16.2 R2 Permitted and Discretionary Uses

(a) R2 Permitted	(b) R2 Discretionary
<ul style="list-style-type: none"> <li>- Home Office</li> <li>- Secondary Suite Dwelling</li> <li>- Single Detached Dwelling</li> <li>- <del>Swimming Pool</del></li> <li>- Accessory development to any use listed in subsection 5.16.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Boarding Facility</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.16.2(b)</li> </ul>



### 5.16.3 R2 Site Subdivision Regulations

	Interior Site	Corner Site
a) Site Area	493.0m <sup>2</sup> (5,306.6ft <sup>2</sup> ) minimum	544.0m <sup>2</sup> (5,855.6ft <sup>2</sup> ) minimum
b) Site Width	14.5m (47.6ft) minimum	16.0m (52.5ft) minimum
c) Site Depth	34.0m (111.6ft) minimum	

### 5.16.4 R2 Site Development Regulations

	Interior Site	Corner Site	
a) Front Yard Setback	6.0m (19.7ft) minimum  7.0m (23.0ft) maximum	Front	6.0m (19.7ft) minimum
			7.0m (23.0ft) maximum
		Flanking	3.0m (9.8ft) minimum  4.5m (14.8ft) maximum
b) Rear Yard Setback	8.0m (26.3ft) minimum  6.0m (19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site		
c) Side Yard Setback	1.5m (4.9ft) minimum		
	Where a site has a rear detached garage with vehicular access from the front only, one side yard setback shall be a minimum of 3.0m (9.8ft)		
d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum		
e) Site Coverage	40% maximum for principal building over one storey, excluding decks		
	45% maximum for principal building of one storey, excluding decks		
	45% maximum for all buildings and structures where principal building is over one storey		
	50% maximum for all buildings and structures where principal building is one storey		
	<b>15% maximum total lot coverage for all accessory buildings</b>		
f) Density	Maximum of one dwelling unit per site, plus one secondary suite dwelling unit where permitted		

### 5.16.5 Additional Development Regulations for R2

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs; and

- (b) Subject to Section 1.3.5, where a dwelling constructed prior to the adoption of this Bylaw exceeds the maximum front yard setback, it shall be considered to be in conformity with the Land Use Bylaw.

## 5.17 R3 – Small Lot Residential District

### 5.17.1 R3 Purpose

This District is generally intended to accommodate single detached dwellings and accessory uses on small lots.

### 5.17.2 R3 Permitted and Discretionary Uses

(a) R3 Permitted	(b) R3 Discretionary
<ul style="list-style-type: none"> <li>- Home Office</li> <li>- Secondary Suite Dwelling</li> <li>- Single Detached Dwelling</li> <li>- <del>Swimming Pool</del></li> <li>- Accessory development to any use listed in subsection 5.17.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.17.2(b)</li> </ul>

### 5.17.3 R3 Site Subdivision Regulations

	Interior Site	Corner Site
a) Site Area	374.0m <sup>2</sup> (4,024.0ft <sup>2</sup> ) minimum	435.2m <sup>2</sup> (4,684.6ft <sup>2</sup> ) minimum
b) Site Width	11.6m (38.0ft) minimum	11.8m (38.7ft) minimum
c) Site Depth	34.0m (111.6ft) minimum	

### 5.17.4 R3 Site Development Regulations

	Interior Site	Corner Site	
a) Front Yard Setback	6.0m (19.7ft) minimum  7.0m (23.0ft) maximum	Front	6.0m (19.7ft) minimum
			7.0m (23.0ft) maximum
		Flanking	3.0m (9.8ft) minimum  4.5m (14.8ft) maximum
b) Rear Yard Setback	8.0m(26.2ft) minimum  6.0m (19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site		
c) Side Yard Setback	1.5m (4.9ft) minimum		

d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum
e) Site Coverage	45% maximum for principal building over one storey, excluding decks
	50% maximum for principal building of one storey, excluding decks
	50% maximum for all buildings and structures where principal building is over one storey
	55% maximum for all buildings and structures where principal building is one storey
f) Density	Maximum of one dwelling unit per site, plus one secondary suite dwelling where permitted

#### 5.17.5 Additional Development Regulations for R3:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4, where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw;
- (c) Subject to Section 1.3.4, where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw, it may be constructed with a 1.2m (3.9ft) side yard; and
- (d) Subject to Section 1.3.5, where a dwelling constructed prior to the adoption of this Bylaw exceeds the maximum front yard setback, it shall be considered to be in conformity with the Land Use Bylaw.

### 5.17 R4 – Lane Lot Residential District

#### 5.18.1 R4 Purpose

This District is generally intended to accommodate street-oriented single or semi-detached and duplex dwellings and accessory uses on small lots with vehicular access via a rear lane.

#### 5.18.2 R4 Permitted and Discretionary Uses

(a) R4 Permitted	(b) R4 Discretionary
<ul style="list-style-type: none"> <li>- Duplex Dwelling</li> <li>- Home Office</li> <li>- Single Detached Dwelling</li> <li>- Semi-Detached Dwelling</li> <li>- <del>Swimming Pool</del></li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> </ul>

- Accessory development to any use listed in subsection 5.18.2(a)	- Show Home - Temporary Sales Centre - Accessory development to any use listed in subsection 5.18.2(b)
---	--

#### 5.18.3 R4 Site Subdivision Regulations for Single Detached and Duplex Dwellings

	Interior Site	Corner Site
a) Site Area	306.2m <sup>2</sup> (3,403.5ft <sup>2</sup> ) minimum	384.2m <sup>2</sup> (4,135.5ft <sup>2</sup> ) minimum
b) Site Width	9.3m (30.5ft) minimum	11.3m (37.0ft) minimum
c) Site Depth	34.0 (111.6ft) minimum	

#### 5.18.4 R4 Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	258.4m <sup>2</sup> (2,781.5ft <sup>2</sup> ) minimum	309.4m <sup>2</sup> (3,330.5ft <sup>2</sup> ) minimum
b) Site Width	7.6m (25.0ft) minimum	9.1m (30.0ft) minimum
c) Site Depth	34.0m (111.6ft) minimum	

#### 5.18.5 R4 Site Development Regulations

	Interior Site	Corner Site	
a) Front Yard Setback	3.0m (9.8ft) minimum  4.5m (14.8ft) maximum	Front	3.0m (9.8ft) minimum
			4.5m (14.8ft) maximum
		Flanking	3.0m (9.8ft) minimum
			4.5m (14.8ft) maximum
b) Rear Yard Setback	8.0m(26.2ft) minimum 6.0m ( 19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site		
c) Side Yard Setback	1.5m (4.9ft) minimum		
d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum		
e) Site Coverage	45% maximum for principal building over one storey, excluding decks		
	50% maximum for principal building of one storey, excluding decks		
	52% maximum for all buildings and structures where principal building is over one storey		
	57% maximum for all buildings and structures where principal building is one storey		

f) Density	For single detached and semi-detached dwellings, maximum of one dwelling unit per site
	For duplex dwellings, maximum of two dwelling units per site

#### 5.18.6 Additional Development Regulations for R4:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4, where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw;
- (c) Subject to Section 1.3.4, where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw, it may be constructed with a 1.2m (3.9ft) side yard; and
- (d) Subject to Section 1.3.5, where a dwelling constructed prior to the adoption of this Bylaw exceeds the maximum front yard setback, it shall be considered to be in conformity with the Land Use Bylaw.

### 5.19 R5 – Semi-Detached and Duplex Residential District

#### 5.19.1 R5 Purpose

This District is generally intended to accommodate semi-detached and duplex dwellings and accessory uses.

#### 5.19.2 R5 Permitted and Discretionary Uses

(a) R5 Permitted	(b) R5 Discretionary
<ul style="list-style-type: none"> <li>- Duplex Dwelling</li> <li>- Home Office</li> <li>- Semi-Detached Dwelling</li> <li>- <del>Swimming Pool</del></li> <li>- Accessory development to any use listed in subsection 5.19.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.19.2(b)</li> </ul>

### 5.19.3 R5 Site Subdivision Regulations for Duplex Dwellings

	<b>Interior Site</b>	<b>Corner Site</b>
a) Site Area	340.0m <sup>2</sup> (3,659.9ft <sup>2</sup> ) minimum	408.0m <sup>2</sup> (4,391.8ft <sup>2</sup> ) minimum
b) Site Width	10.0m (32.8ft) minimum with a lane 11.0m (36.1ft) minimum without a lane	11.0m (36.1 ft) minimum with a lane 13.0m (42.7ft) minimum without a lane
c) Site Depth	34.0m (111.6ft) minimum	

### 5.19.4 R5 Site Subdivision Regulations for Semi-Detached Dwellings

	<b>Interior Site</b>	<b>Corner Site</b>
a) Site Area	282.0m <sup>2</sup> (3,035.5ft <sup>2</sup> ) minimum	340.0m <sup>2</sup> (3,659.8ft <sup>2</sup> ) minimum
b) Site Width	8.3m (27.2ft) per side of each semi-detached dwelling unit*	10.0m (32.8ft) per side of each semi-detached dwelling unit*
c) Site Depth	34.0m (111.6ft) minimum	

### 5.19.5 R5 Site Development Regulations

	<b>Interior Site</b>	<b>Corner Site</b>	
a) Front Yard Setback	6.0m (19.7ft) minimum  7.0m (23.0ft) maximum	Front	6.0m (19.7ft) minimum  7.0m (23.0ft) maximum
		Flanking	3.0m (9.8ft) minimum  4.5m (14.8ft) maximum
b) Rear Yard Setback	8.0m(26.2ft) minimum 6.0m ( 19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site		
c) Side Yard Setback	1.5m (4.9ft) minimum		
d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum		
a) Site Coverage	40% maximum for principal building over one storey, excluding decks  45% maximum for principal building of one storey, excluding decks		
	45% maximum for all buildings and structures where principal building is over one storey  50% maximum for all buildings and structures where principal building is one storey		
b) Density	For semi-detached dwellings, maximum of one dwelling unit per site		

	For duplex dwellings, maximum of two dwelling units per site
--	--

#### 5.19.6 Additional Development Regulations for R5:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4 where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw;
- (c) Subject to Section 1.3.4 where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw; and
- (d) Subject to Section 1.3.5, where a dwelling constructed prior to the adoption of this Bylaw exceeds the maximum front yard setback, it shall be considered to be in conformity with the Land Use Bylaw.

#### 5.21 RC – Comprehensively Planned Residential District

##### 5.21.1 RC Purpose

The purpose of this District is to accommodate a range and an appropriate distribution of dwelling forms that provides for more efficient utilization of land in new neighbourhoods, while encouraging diversity of built form within a low-density residential setting. A range of housing types consist of low density housing including multi-attached housing under certain conditions.

##### 5.21.2 RC Permitted and Discretionary Uses

(a) RC Permitted	(b) RC Discretionary
<ul style="list-style-type: none"> <li>- Duplex Dwelling</li> <li>- Home Office</li> <li>- Identification Sign</li> <li>- Multi-Attached Dwelling</li> <li>- Secondary Suite Dwelling</li> <li>- Semi-Detached Dwelling</li> <li>- Single Detached Dwelling</li> <li>- Accessory development to any use listed in subsection 5.21.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)</li> <li>- Group Home (limited)</li> <li>- Home Business</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.21.2(b)</li> </ul>

### 5.21.3 RC Site Subdivision Regulations for Single Detached Dwellings and Duplex Dwellings

	Interior Site	Corner Site
Site Area	309.4m <sup>2</sup> (3,330.4ft <sup>2</sup> )minimum	342.4m <sup>2</sup> (3,685.6ft <sup>2</sup> )minimum
Site Width	9.1m (29.9ft) minimum	10.6m (34.8ft) minimum
Site Depth	34.0m (111.5ft) minimum	

### 5.21.4 RC Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	238.0m <sup>2</sup> (2,561.8ft <sup>2</sup> )minimum	271.0m <sup>2</sup> (2,917.0ft <sup>2</sup> )minimum
b) Site Width	7.3m (24.0ft) minimum	9.1m (29.9ft) minimum
c) Site Depth	34.0m (111.5ft) minimum	

### 5.21.5 RC Site Development Regulations for Single Detached, Duplex and Semi-Detached Dwellings

	Interior or Corner Site	
a) Front Yard Setback	Front Yard*	3.0m (9.8ft) minimum with a lane
		4.5m (14.7ft) maximum with a lane
		*Where a semi-detached dwelling has front vehicular access to one unit and rear vehicular access via a lane to the other unit, the front yard setback for the unit with lane access may be increased to a maximum of 7.0m (23.0ft)
	Flanking Yard	6.0m (19.7ft) minimum without a lane
		7.0m (23.0ft) maximum without a lane
		3.0m (9.8ft) minimum on a corner site
		4.5m (14.8ft) maximum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum	
	6.0m (19.7ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the property	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	For single detached and duplex dwellings: Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum	
	For semi-detached dwellings: Three storeys not to exceed 11.0m (39.4ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.	



e) Site Coverage	45% maximum for principal building over one storey, excluding decks
	50% maximum for principal building of one storey, excluding decks
	52% maximum for all buildings and structures where principal building is over one storey
	57% maximum for all buildings and structures where principal building is one storey
f) Density	For single detached dwellings: maximum of one dwelling unit per site, plus one secondary dwelling unit where permitted
	For semi-detached dwellings: maximum of one dwelling unit per site
	For duplex dwellings: maximum of two dwelling units per site

#### 5.21.6 RC Site Subdivision Regulations for Multi-Attached Dwellings

	<b>Interior Site</b>	<b>Corner Site</b>
a) Site Area	187.0m <sup>2</sup> (2,011.9ft <sup>2</sup> ) minimum	271.0m <sup>2</sup> (2,917.0ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum for an Internal unit  7.3m (24.0ft) minimum for an End unit	8.5m (27.9ft) minimum
c) Site Depth	34.0m (111.5ft) minimum	

#### 5.21.7 RC Site Development Regulations for Multi-Attached Dwellings

	<b>Interior or Corner Site</b>	
a) Front Yard Setback	Front Yard**	3.0m (9.8ft) minimum with a lane  4.5m (14.8ft) maximum with a lane  **Where a multi-attached dwelling has front vehicular access to one or more dwelling units and rear vehicular access via a lane to other units, the front yard setback for units with lane access may be increased to a maximum of 9.0m (29.5ft)
		6.0m (19.7ft) minimum without a lane  7.0m (23.0ft) maximum without a lane
	Flanking Yard	3.0m (9.8ft) minimum on a corner site

		4.5m (14.8ft) maximum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum	
	6.0m ( 19.6ft) minimum where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	Three storeys not to exceed 11.0m (36.1ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.	
e) Site Coverage	45% maximum for principal building	
	52% maximum for all buildings and structures	
f) Density	Maximum of one dwelling unit per site	

#### 5.21.9 Additional Development Regulations for RC

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs; and

~~(b) No vehicular access to the street shall be permitted from the front yard when a rear lane is provided.~~

#### 5.21.10 Additional Subdivision and Development Regulations for Multi-Attached Dwellings

- (a) Groupings of Multi-Attached Developments shall be integrated with lower density dwelling forms to maintain a low-density residential character;
- (b) Multi-Attached Dwellings shall not exceed four (4) units per building; and
- (c) There shall be no more than three (3) Multi-Attached Buildings in succession. For the purposes of this subsection, buildings of Multi-Attached Dwellings shall be considered to be in succession if side property lines are separated by a lane.

~~(d) Subsections 5.21.9 (b) and (c) shall not apply if sites on which Multi-Attached Dwellings are proposed abuts a site designated as commercial, medium density, high density, or institutional land use districts.~~

#### 5.21.11 Side Yard Setback Exceptions

- (a) Notwithstanding the above site development regulations, where a dwelling constructed prior to the adoption of this Bylaw (as amended) has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw; and
- (b) Notwithstanding the above site development regulations, where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw (as amended), it may be constructed with a 1.2m (3.9ft) side yard.

### 5.20 RE – Residential Estate Lot District

#### 5.20.1 RE Purpose

This District is generally intended to permit single detached dwellings on lots under 0.8ha with municipal water and sewer services, or on lots greater than 0.8ha without municipal water and sewer services in neighbourhoods with more rural road and servicing standards.

(a) RE Permitted	(b) RE Discretionary
<ul style="list-style-type: none"><li>- Home Office</li><li>- Secondary Suite Dwelling</li><li>- Single Detached Dwelling</li><li>- <del>Swimming Pool</del></li><li>- Accessory development to any use listed in subsection 5.20.2(a)</li></ul>	<ul style="list-style-type: none"><li>- Agriculture</li><li>- Bed and Breakfast</li><li>- Community Garden</li><li>- Day Care Facility (limited)</li><li>- Group Home (limited)</li><li>- Home Business</li><li>- Show Home</li><li>- Temporary Sales Centre</li><li>- Accessory development to any use listed in subsection 5.20.2(b)</li></ul>

#### 5.20.2 RE Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	0.15ha (0.37 acre) minimum
b) Site Width	25.0m (82.0ft) minimum
c) Site Depth	60.0m (196.9ft) minimum

### 5.20.3 RE Site Development Regulations

	Interior or Corner Site	
a) Front Yard Setback	Front Yard	10.0m (32.8ft) minimum
	Flanking Yard	6.5m (21.3ft) minimum on a corner site
b) Rear Yard Setback	10.0m (32.8ft) minimum 2.0m (6.6ft) minimum for accessory developments	
c) Side Yard Setback	3.0m (9.8ft) minimum for sites under 0.8ha (2.0ac) 6.0m (19.7ft) minimum for sites over 0.8ha (2.0ac) 2.0m (6.6ft) minimum for accessory developments	
d) Building Height	Principal building: Three storeys not to exceed 14.0m (45.9ft) maximum	
	Accessory development: 7.3m (24.0ft) maximum with a maximum wall height of 3.7m (12.0ft) for sites under 0.8ha (2.0ac)	
	Accessory development: 8.0m (26.3ft) maximum for sites over 0.8ha (2.0ac)	
e) Site Coverage	35% maximum for all buildings and structures, except that the combined building floor area for all detached garages and Accessory buildings on a site shall not exceed: 232.3m <sup>2</sup> (2,500.5ft <sup>2</sup> ) in size on lots 0.4ha (0.99 acres) in size or less; or 464.5m <sup>2</sup> (4,999.8ft <sup>2</sup> ) in size on lots greater than 0.4ha (0.99 acres).	
f) Density	Maximum of one dwelling unit per site, plus one secondary suite dwelling where permitted	

### 5.20.4 Additional Development Regulations for RE

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Notwithstanding the site subdivision regulations above, no further subdivision is permitted for existing parcels with no municipal servicing and for which there is no approved Statutory Plan supporting further subdivision of existing parcels. This shall not apply to lot line adjustments or other applications which do not result in an increase in the number of lots;
- (c) A secondary access on RE sites with a minimum frontage width of 28.0m (91.9ft) or corner sites may be permitted at the discretion of the Development Authority;
- (d) The keeping of any animals, other than domestic pets, shall be subject to the City's Animal Control Bylaw;
- (e) No livestock or poultry shall be permitted except on properties greater than 0.8ha (2.0 ac); and

- (f) Servicing requirements shall be determined by the Development Authority with special consideration for the following:
- i. On-site water supply and sewage disposal shall not be permitted on sites with less than 0.8 ha (2.0 acres) of area; and
  - ii. For sites equal to or greater than 0.8ha (2.0 acres), on-site water supply and sewage disposal shall be provided to the standards required by the City of Fort Saskatchewan and in accordance with all Provincial requirements.

## 5.22 RML – Low Density Multiple Residential District

### 5.22.1 RML Purpose

This District is intended to provide for the development mixed residential forms as part site-specific condominium developments.

(a) RML Permitted	(b) RML Discretionary
<ul style="list-style-type: none"> <li>- Apartment Dwelling</li> <li>- Home Office</li> <li>- Identification Sign</li> <li>- Multi-Attached Dwelling</li> <li>- Semi-Detached Dwelling</li> <li>- Accessory development to any use listed in subsection 5.22.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Assisted Living Facility (limited)</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)*</li> <li>- Duplex Dwelling</li> <li>- Group Home (limited)*</li> <li>- Home Business*</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.22.2(b)</li> </ul>

\* Day care facility (limited), home business, ~~live-work-unit~~ and group home (limited) uses may not occur within an apartment dwelling.

### 5.22.3 RML Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	255.0m <sup>2</sup> (2,744.8ft <sup>2</sup> ) minimum	306.0m <sup>2</sup> (3,401.4ft <sup>2</sup> ) minimum
b) Site Width	7.5m (24.6ft) minimum per side of semi-detached dwelling	9.3m (30.5ft) minimum per side of semi-detached dwelling
c) Site Depth	34.0m (111.6ft) minimum	

#### 5.22.4 RML Site Development Regulations for Semi-Detached Dwellings\*\*

	Interior or Corner Site	
a) Front Yard Setback	Front Yard	6.0m (19.7ft) minimum
	Flanking Yard	3.0m (9.8ft) minimum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum 6.0m (19.7ft) minimum where a garage or Carport is attached to the principal building and is accessed from a lane at the rear of the property	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	Two and one half (2 ½) storeys not to exceed 10.0m (32.8ft) maximum	
e) Site Coverage	45% maximum for principal building over one storey, excluding decks	
	50% maximum for principal building of one storey, excluding decks	
	52% maximum for all buildings and structures where principal building is over one storey 57% maximum for all buildings and structures where principal building is one storey	
f) Density	Maximum of one dwelling unit per site to a maximum development density of 36 dwelling units per net developable hectare.	

#### 5.22.5 RML Site Subdivision Regulations for Multi-Attached Dwellings

	Interior Site	Corner Site
a) Site Area	207.0m <sup>2</sup> (2,218.2ft <sup>2</sup> ) minimum	360.0m <sup>2</sup> (3,293.9ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) per unit	10.6m (34.8ft) per unit
c) Site Depth	34.0m (111.6ft) minimum	

#### 5.22.6 RML Site Subdivision Regulations for Apartment Dwellings

	Interior Site	Corner Site
a) Site Area	748.0m <sup>2</sup> (8,051.7ft <sup>2</sup> ) minimum	918.0m <sup>2</sup> (9,881.6ft <sup>2</sup> ) minimum
b) Site Width	21.0m (68.9ft) minimum	27.0m (88.6ft) minimum
c) Site Depth	34.0m (111.6ft) minimum	

#### 5.22.7 RML Site Development Regulations for Multi-Attached and Apartment Dwellings\*\*

	Interior Site	Corner Site	
a) Front Yard Setback	6.0m (19.7ft) minimum	Front	7.0m (23.0ft) minimum
		Flanking	4.5m (14.8ft) minimum

b) Rear Yard Setback	8.0m (26.2ft) minimum
c) Side Yard Setback	2.0m (6.6ft) minimum
d) Principal Building Height	Three storeys not to exceed 11.0m (36.1ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.
e) Site Coverage	35% minimum 50% maximum
f) Density	Maximum of 36 dwelling units per net developable hectare

\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 5.22.8 Additional Development Regulations for RML:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4 where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw; and
- (c) Subject to Section 1.3.4 where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw, it may be constructed with a 1.2m (3.9ft) side yard.

### 5.23 RMM – Medium Density Multiple Residential District

#### 5.23.1 RMM Purpose

This District is intended to provide for the development of complete neighbourhoods by permitting a range of dwelling unit types and Densities, as well as a limited range of complementary and supporting neighbourhood level commercial and service uses. This District accommodates semi-detached and multi-unit developments including apartments up to four storeys in height, and development is intended to achieve a density target of between 36 and 70 dwelling units per net developable hectare.

### 5.23.2 RMM Permitted and Discretionary Uses

(a) RMM Permitted	(b) RMM Discretionary
<ul style="list-style-type: none"> <li>- Apartment Dwelling</li> <li>- Facia Sign</li> <li>- Home Office</li> <li>- Identification Sign</li> <li>- Multi-Attached Dwelling</li> <li>- Projecting Sign</li> <li><del>Show Suite in an apartment dwelling</del></li> <li>- Accessory development to any use listed in subsection 5.23.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Assisted Living Facility (limited)</li> <li>- Community Garden</li> <li>- Day Care Facility (limited)*</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Home Business*</li> <li>- Personal Service</li> <li>- Professional, Financial, and Office Service</li> <li>- Retail Store (convenience)</li> <li>- Semi-Detached Dwelling</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.23.2(b)</li> </ul>

\* Day care facility (limited); and home business and group home (limited) uses may not occur within an apartment dwelling.

### 5.23.3 RMM Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	248.2m <sup>2</sup> (2,671.6ft <sup>2</sup> ) minimum	336.7m <sup>2</sup> (3,624.3ft <sup>2</sup> ) minimum

### 5.23.3 RMM Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
b) Site Width	7.3m (24.0ft) minimum per side of semi-detached dwelling	9.1m (30.0ft) minimum per side of semi-detached dwelling
c) Site Depth	34.0m (111.5ft) minimum	

### 5.23.4 RMM Site Subdivision Regulations for Multi-Attached Dwellings

	Internal Unit	External Unit
a) Site Area	207.0m <sup>2</sup> (2,218.1ft <sup>2</sup> ) minimum	360.0m <sup>2</sup> (3,875.0ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum 7.6m (24.9ft) minimum for an End unit	10.6m (34.8ft) minimum



c) Site Depth	34.0m (111.5ft) minimum
---------------	-------------------------

#### 5.23.5 RMM Site Development Regulations for Semi-Detached and Multi-Attached Dwellings\*\*

	Interior or Corner Site	
a) Front Yard Setback	Front Yard	3.0m (9.8ft) minimum with a lane
		4.5m (14.8ft) maximum with a lane
		6.0m (19.6ft) minimum without a lane
	Flanking Yard	7.0m (23.0ft) maximum without a lane
		3.0m (9.8ft) minimum on a corner site
		4.5m (14.8ft) maximum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum 6.0m (19.7ft) minimum where a garage or Carport is attached to the principal building and is accessed from a lane at the rear of the property	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	Three storeys not to exceed 11.0m (36.1ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.	
e) Site Coverage	45% maximum for principal building over one storey, excluding decks	
	50% maximum for principal building of one storey, excluding decks	
	52% maximum for all buildings and structures where principal building is over one storey	
	57% maximum for all buildings and structures where principal building is one storey	
f) Density	For semi-detached dwellings: maximum of one dwelling unit per site to a development density of 36-70 dwelling units per net developable hectare. For multi-attached dwellings: to a development density of 36-70 dwelling units per net developable hectare	

#### 5.23.6 RMM Site Subdivision Regulations for Apartment Dwellings

	Interior Site	Corner Site
a) Site Area	748.0m <sup>2</sup> (8,051.4ft <sup>2</sup> ) minimum	918.0m <sup>2</sup> (9,881.3ft <sup>2</sup> ) minimum
b) Site Width	21.0m (68.9ft) minimum	27.0m (88.6ft) minimum
c) Site Depth	34.0m (111.5ft) minimum	

#### 5.23.7 RMM Site Development Regulations for Apartment Dwellings\*\*

	Interior Site	Corner Site	
a) Front Yard Setback	7.0m (23.0ft) minimum	Front	7.0m (23.0ft) minimum
		Flanking	6.0m (19.7ft) minimum
b) Rear Yard Setback	7.0m (23.0ft) minimum		

c) Side Yard Setback	6.0m (19.7ft) minimum
d) Principal Building Height	Four storeys not to exceed 18.2m (59.7ft) maximum. Buildings over three storeys shall provide appropriate transitions in height, scale and massing to adjacent sites.
e) Site Coverage	35% minimum 50% maximum
f) Density	36-70 dwelling units per net developable hectare

\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 5.23.8 Additional Development Regulations for RMM

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4 where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw;
- (c) Subject to Section 1.3.4 where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw, it may be constructed with a 1.2m (3.9ft) side yard;
- (d) Development shall achieve a density of between 36 and 70 dwelling units per net developable hectare;
- (e) Where the boundary of the development site is over 800 metres (2,624ft) from the boundary of the nearest C2 – Vehicle Oriented Retail and Service District or C3 – Commercial Shopping Centre District site, the development shall include a site designated for C1 – Neighbourhood Retail and Service District development;
- (f) Personal service, retail store (convenience) uses, professional, financial and office service uses and eating and drinking establishments (limited) shall not exceed 1,000m<sup>2</sup> (10,763ft<sup>2</sup>) in gross floor area or 10% of the gross floor area of the apartment dwelling building in which they are located, whichever is less. These uses are not permitted as a freestanding use in a stand-alone building and shall only be located in the ground floor of an apartment dwelling building; and
- (g) Notwithstanding the site development regulations above, front yard setbacks for multi-attached dwellings may be reduced to 0.0m to address internal streets, at the discretion of the Development Authority.

## 5.24 RMH – High Density Multiple Residential District

### 5.24.1 RMH Purpose

This District is intended to provide for higher density housing forms with close access to a range of complementary and supporting neighbourhood level commercial and service uses. This District accommodates multi-unit developments including apartments between five and 12 storeys and development is intended to achieve a density target of over 70 dwelling units per net developable hectare.

### 5.24.2 RMH Permitted and Discretionary Uses

(a) RMH Permitted	(b) RMH Discretionary
<ul style="list-style-type: none"><li>- Apartment Dwelling</li><li>- Facia Sign</li><li>- Home Office</li><li>- Identification Sign</li><li>- Multi-Attached Dwelling</li><li>- Projecting Sign</li><li><del>— Show Suite in an apartment dwelling</del></li><li>- Accessory development to any use listed in subsection 5.24.2(a)</li></ul>	<ul style="list-style-type: none"><li>- Assisted Living Facility (limited)</li><li>- Community Garden</li><li>- Day Care Facility <del>(limited)</del></li><li>- Eating and Drinking Establishment (limited)</li><li>- Home Business*</li><li>- Personal Service</li><li>- Professional, Financial, and Office Service</li><li>- Retail Store (convenience)</li><li><del>— Semi-Detached Dwelling</del></li><li>- Show Home</li><li>- Temporary Sales Centre</li><li>- Accessory development to any use listed in subsection 5.24.2(b)</li></ul>

\* Home business ~~and group home (limited)~~ uses may not occur within an apartment dwelling.

#### 5.24.3 RMH Site Subdivision Regulations for Multi-Attached Dwellings

	Internal Unit	External Unit
a) Site Area	207.0m <sup>2</sup> (2,218.1ft <sup>2</sup> ) minimum	360.0m <sup>2</sup> (3,875.0ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum	10.6m (34.8ft) minimum
c) Site Depth	34.0m (111.5ft) minimum	

#### 5.24.4 RMH Site Development Regulations for Multi-Attached Dwellings\*\*

	Interior or Corner Site	
a) Front Yard Setback	Front Yard	3.0m (9.8ft) minimum with a lane
		4.5m (14.8ft) maximum with a lane
		6.0m (19.6ft) minimum without a lane
		7.0m (23.0ft) maximum without a lane
	Flanking Yard	3.0m (9.8ft) minimum on a corner site 4.5m (14.8ft) maximum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	Three storey not to exceed 11.0m (36.1ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.	
e) Site Coverage	60% maximum for All buildings and structures	
f) Density	A minimum of 70 dwelling units per net developable hectare	

\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 5.24.5 RMH Site Subdivision Regulations for Apartment Dwellings

	Interior or Corner Site
a) Site Area	1,360.0m <sup>2</sup> (14,638.9ft <sup>2</sup> ) minimum
b) Site Width	40.0m (130.2ft) minimum
c) Site Depth	34.0m (111.5ft) minimum

#### 5.24.6 RMH Site Development Regulations for Apartment Dwellings\*\*

	Interior Site	Corner Site	
a) Front Yard Setback	7.0m (23.0ft) minimum	Front	7.0m (23.0ft) minimum
		Flanking	6.0m (19.7ft) minimum
b) Rear Yard Setback	7.0m (23.0ft) minimum		
c) Side Yard Setback	6.0m (19.7ft) minimum		
d) Principal Building Height	12 storeys not to exceed 40.0m (131.2ft) maximum. Buildings over three storeys shall provide appropriate transitions in height, scale and massing to adjacent sites.		
e) Site Coverage	60% maximum for All buildings and structures		
f) Density	A minimum of 70 dwelling units per net development hectare		

\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 5.24.7 Additional Development Regulations for RMH

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 – Residential Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Subject to Section 1.3.4 where a dwelling constructed prior to the adoption of this Bylaw has a 1.2m (3.9ft) minimum side yard setback, it shall be considered to be in conformity with the Land Use Bylaw; and
- (c) Subject to Section 1.3.4 where a dwelling is to be constructed on a site located in a subdivision with an application received and deemed complete prior to the adoption of this Bylaw, it may be constructed with a 1.2m (3.9ft) side yard.
- (d) Development shall achieve a density of over 70 dwelling units per net developable hectare;
- (e) Where the boundary of the development site is over 800 metres from the boundary of the nearest C2 – Vehicle Oriented Retail and Service District or

C3 – Commercial Shopping Centre District site, the development shall include a site designated for C1 – Neighbourhood Retail and Service District development;

- (f) Personal service, retail store (convenience) uses, professional, financial and office service uses and eating and drinking establishment (limited) shall not exceed 1,000m<sup>2</sup> (10,763ft<sup>2</sup>) in gross floor area or 10% of the gross floor area of the apartment dwelling building in which they are located, whichever is less. These uses are not permitted as a freestanding use in a stand-alone building and shall only be located in the ground floor of an apartment dwelling building;
- (g) No secondary suite dwellings shall be permitted in this District; and
- (h) Notwithstanding the site development regulations above, front yard setbacks for multi-attached dwellings may be reduced to 0.0m to address internal streets, at the discretion of the Development Authority.

## 5.25 RHR - High Rise Residential District

### 5.25.1 Purpose

This District is intended to provide for apartment buildings between 12 and 20 storeys and urban design direction to effectively integrate high rise developments with the surrounding planned or existing built form. Preferred sites will be located within close proximity (400.0m or 1312.3ft) to commercial amenities and transit nodes. This zoning is not intended for lands included within the Downtown Area Redevelopment Plan (Bylaw C14-08).

### 5.25.2 RHR Permitted and Discretionary Uses

(a) RHR Permitted Uses	(b) RHR Discretionary Uses
<ul style="list-style-type: none"> <li>- Apartment Dwelling</li> <li>- Facia Sign</li> <li>- Home Office</li> <li>- Identification Sign</li> <li>- Projecting Sign</li> <li><del>— Show Suite in an Apartment Dwelling</del></li> <li>- Accessory development to any use listed in subsection 5.25.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Assisted Living Facility</li> <li>- Business Support Service</li> <li>- Community Garden</li> <li>- Day Care Facility</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Health Services</li> <li>- <b>Personal Service</b></li> <li>- Professional, Financial and Office Services</li> <li>- Retail Store (convenience)</li> <li>- Retail Store (general)</li> <li>- Show Home</li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 5.25.2(b)</li> </ul>

### 5.25.3 Site Subdivision Regulations

		Interior or Corner Site
a) Site Area	Minimum	1,360.0m <sup>2</sup> (14,638.9ft <sup>2</sup> )

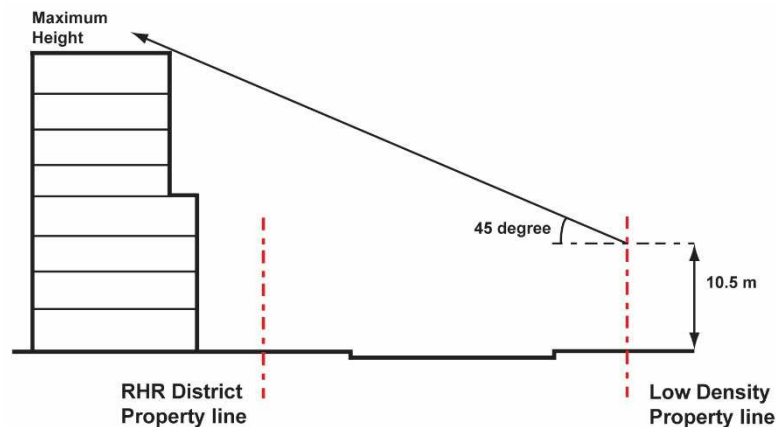
### 5.25.4 Site Development Regulations

		Interior or Corner Site
a) Setbacks	Minimum	7.0m (23.0ft)
b) Unit Density	Maximum	370 dwelling units per net developable hectare
c) Height	Minimum	12 storeys or 40.0m (131.2ft)
	Maximum	20 storeys or 67.0m (219.0ft), and as per Section 5.13.4(a) of this Bylaw.
d) Common Amenity Area	Minimum	4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit.
e) Private Amenity Area	Minimum	3.0m <sup>2</sup> (33.3ft <sup>2</sup> ) per dwelling unit to be provided by balconies. Balconies may project a maximum of 1.0m (3.3ft) into the minimum setback.

### 5.25.5 Urban Form, Building Massing and Architectural Character

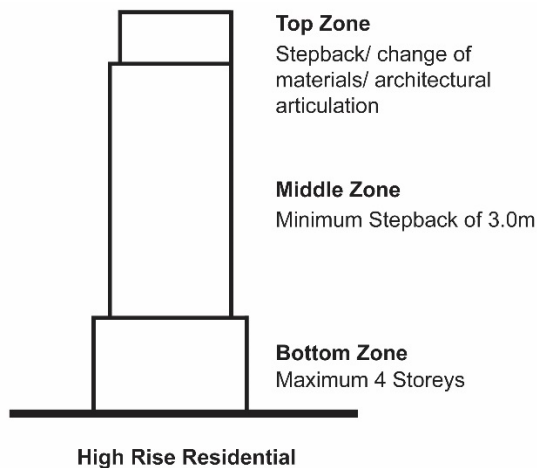
- (a) The maximum building height shall be limited by the application of a 45° Angular Plane where the RHR District abuts a District that allows low density residential. The 45° Angular Plane, as shown in Figure 5.25a, shall be taken from a height of 10.5m (34.4ft) above the nearest property line of the parcel that allows low density residential and subsequent storeys must fit within this angular plane.

Figure 5.25a: 45 Degree Angular Plane for Determining Height Maximums



- (b) Buildings shall provide three distinct vertical zones as per the Figure 5.25b, and meet the following step back requirements:
- The base zone shall be a minimum of two storeys and a maximum four storeys and shall be integrated with townhouses, apartments or commercial retail units;
  - The middle zone shall provide a minimum step-back of 3.0m (9.8ft). To avoid adverse massing effects, the middle zone shall be no wider than 25 m (82 ft) on any side;
  - The top zone shall include the top three stories. The top zone shall provide either an additional stepback or a change in material/colour or special architectural treatment to the satisfaction of the Development Authority.

Figure 5.25b: Vertical Zones



- (c) A minimum separation distance of 25.0m (82.0ft) shall be provided between towers. The 25.0m (82.0ft) separation distance shall be measured from the middle zone of each tower located on the property and on any adjacent or abutting properties.
- (d) Architectural treatment of all sides of the building shall create visual interest through the use of architectural features, materials, windows and articulation.
- (e) Buildings shall be finished with glass curtain wall, cement based envelope materials, such as brick veneer, stone veneer, or other manufactured stone veneer, and/or pre-finished metal, and/or painted metal, wood, brick or stone.
- (f) Exterior lighting shall be designed and finished in a manner consistent with the design and finishing of the development, be provided to ensure a well-lit environment and to highlight the development, to the satisfaction of the Development Authority.

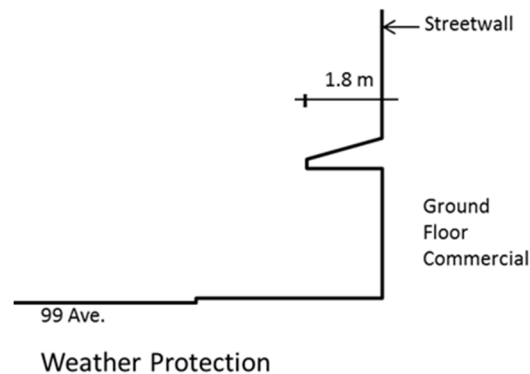


- (g) All mechanical equipment shall be visually and acoustically screened from both the public realm and/or adjacent developments or be concealed by incorporating it within the roof envelope or by screening it in a way that is consistent with the character and finishing of the development.

#### 5.25.6 Building Articulation

- (a) The building shall incorporate articulated façades, rooflines, and architectural treatments that establish the building as a distinctive landmark for the surrounding areas.
  - i. The base zone shall incorporate continuous weather protection in the form of a 1.8m (5.9ft) wide canopy or any other architectural element wherever commercial frontages exist to create a comfortable environment for pedestrians, as per Figure 5.25c.

Figure 5.25c: Canopies and Weather Protection



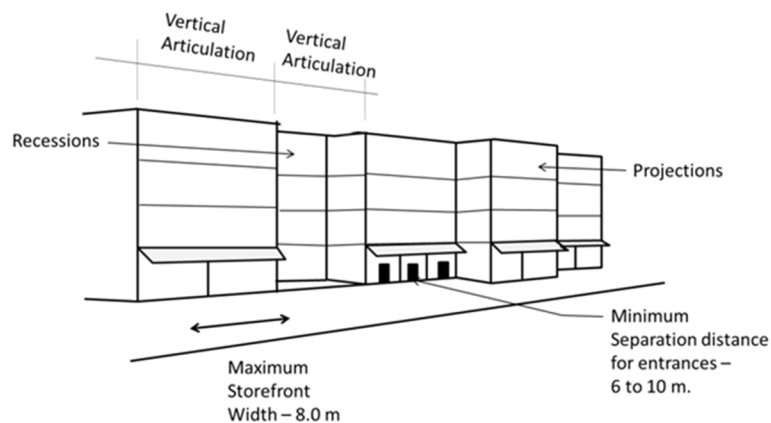
- (b) The middle and top zone shall be designed to reduce both on and off the site impacts to maintain view corridors, maximize solar penetration, and reduce adverse microclimatic effects related to wind, precipitation and shadowing. Prior to the acceptance of a development permit application, the following studies shall be provided to support this objective:
  - i. A Wind Impact Study prepared by a qualified professional. The Study shall be based on a computer model simulation analysis; and
  - ii. A Sun Shadow Impact Study prepared by a qualified professional.

#### 5.25.7 Entrances and Street Character

- (a) All ground level residential units with street frontage shall have individual entrances that front onto the street, adjacent sidewalk, or private outdoor amenity space. Entry transitions, such as steps, fences, gates or hedges, shall be provided to create an appropriate relationship with, and definition of, the public realm and the private space of dwelling units.
- (b) The building shall clearly differentiate residential entrances from commercial entrances through distinct architectural treatment, whereas:

- i. Entrances for commercial and office uses shall be located at intervals of 6.0m to 10.0m (19.7ft to 32.8ft) along building façades fronting public roadway, as per Figure 5.25d; and
  - ii. To ensure the pedestrian amenity areas are maintained, entrances that are adjacent to the public realm shall be recessed at least 1.0 m (3.3 ft) from the face of the building.
- (c) Individual retail store frontages at ground floor shall not exceed 8.0m (26.2ft) in width, as per Figure 5.25d.
- (d) To avoid monotony in architecture, all buildings shall be required to provide a vertical articulation in the streetwall fronting public roads using a variety of colours, materials, projections as well as recessions in the building façade, as per Figure 5.25d;

Figure 5.25d: Vertical Articulation Specifications

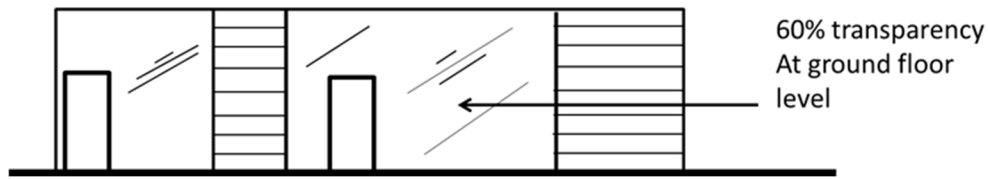


- (e) Common Amenity Areas shall accommodate design features or street related activities, such as architectural elements, landscaping, public art or sidewalk cafes.

#### 5.25.8 Development Regulations for Commercial Uses

- (a) Commercial uses, if developed, shall be limited to the first two storeys of the high rise development.
- (b) Non-residential listed uses shall:
  - i. Not be permitted as a freestanding use in a stand-alone building; and
  - ii. Shall have separate access at grade from residential uses.
- (c) The ground floor of each commercial development shall be required to provide a minimum of 60% transparency measured along the front facade. Tempered or tinted glass that prohibits visibility shall be considered as opaque surface, as per Figure 5.25e.

Figure 5.25e: Transparency in Ground Level Commercial Developments



#### 5.25.9 Parking, Circulation, Accesses, Loading and Waste Collection

- (a) Notwithstanding Part 11, if a development is located within 200m (656.1ft) of a public transit stop the Development Authority may reduce the required parking by 5%.
- (b) Notwithstanding Part 11, if a development has a car share program the Development Authority may reduce the required parking by 5%, or 4 parking spaces for each car share vehicle in the residential tower, whichever is greater.
- (c) Notwithstanding Part 11, bicycle parking for residents shall be located inside the building in a common area. Bicycle parking for visitors or commercial patrons shall be located adjacent to building entrances.
- (d) Resident parking shall be provided in an above or an underground parkade. Visitor parking may be provided at grade, and shall be located at the rear of buildings and not within a required setback. If an aboveground parkade is located fronting a public roadway, then the following design considerations shall be utilized:
  - i. The ground floor shall include retail uses with multiple entrances;
  - ii. Entrance to the parking facility shall be designed with architectural features to maintain the integrity of retail frontage; and
  - iii. The façade of the upper storeys of the parking facility shall be designed to reflect residential or commercial building character.
- (e) Vehicular access shall be from the flanking roadway or abutting lane. In the event there is no flanking roadway or abutting lane, the vehicular access shall be designed in a manner that has minimal impact on abutting public roadways.
- (f) Driveway ramps shall be at grade at the property line and must not exceed a slope of 6% for a distance of 4.5m (14.7ft) inside the property line.
- (g) Loading, storage and garbage and recycling collection areas shall be located to the rear or sides of the principal building. These areas shall:
  - i. Have a minimum setback of 7.0m (23.0ft) from a public roadway and

residential dwellings; and

- ii. Be incorporated into the overall design theme of the building and screened from public roadways using landscaping or architectural features.

#### 5.25.10 Technical Studies and Assessments

- (a) In addition to Section 3.4.2 of this Bylaw, the Development Authority shall also request that the applicant complete and submit any or all of the following:
  - i. Geotechnical Assessment;
  - ii. Servicing Analysis; and
  - iii. Traffic Impact Assessment.

#### 5.25.11 Off-site Improvements

- (a) The Development Authority may condition the permit requiring that the applicant enter into an agreement with the City to do the following improvements necessary to serve the development and address off-site requirements.
  - i. Relocation of all underground and above ground utilities and maintaining required clearances as specified by the utility companies;
  - ii. The construction of on-street fire hydrants;
  - iii. Removal of all existing accesses as necessary to the site, with the restoration of the right-of-way;
  - iv. Provide sidewalk connections from the site to adjacent developments to create a continuous pedestrian environment;
  - v. The improvements to adjacent intersections to facilitate traffic movements into the area, if deemed required by a Traffic Impact Assessment; and
  - vi. Upgrading of adjacent right-of-ways directly abutting the site to appropriate standards; or
  - vii. Any improvements determined to be necessary as identified in Section 3.10.2.

#### 5.25.12 Additional Development Regulations for RHR

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 5.1 to 5.13 of Part 5 - Residential Land Use Districts,

Part 11 - Parking and Loading, and Part 12 – Signs.

- (b) In addition to Part 4 – Section 4.8 and Part 5 – Section 5.10 of this Bylaw, landscaping and site design shall:
  - i. Provide a minimum of one deciduous tree every 10.0m (32.8ft) along the street frontage;
  - ii. Provide two minimum 3.0m (9.8ft) wide walkways through the site (from the front property line to the building and from the visitor parking area to the building) to the satisfaction of the Development Authority.

## **Part 6 – Commercial Land Use Districts**

### **6.5 Interface with Residential Land Uses**

- 6.5.1 Where a proposed commercial use will be located on a site adjacent to a residential use ~~or Land Use District~~, the Development Authority may require mitigation of potential development impacts on the residential use, including:
  - (a) Provision of noise attenuation walls;
  - (b) Increased landscaping, including a landscaped buffer in addition to the landscaping required in Section 4.8 General Landscaping Requirements and Section 6.6 Landscaping Requirements for Commercial Land Uses;
  - (c) Relocation of parking areas, walkways, business entrances or other high activity areas away from residential property lines;
  - (d) Screening or relocating on-site lighting to avoid spillage onto residential sites;
  - (e) Restricting the location of outdoor speakers; and
  - (f) Changing the proposed building or structure to mitigate noise, light or glare impact.

### **6.6 Landscaping Requirements for Commercial Land Uses**

- 6.6.1 Required yards abutting public roadways, other than a lane, and/or residential developments shall be landscaped to buffer parking, loading and other hard surfaced areas. The Development Authority may require screening including but not limited to vegetation, masonry walls, earth berms or a combination thereof.
- 6.6.2 A minimum of 20% of the **total** site area of all commercial sites shall be landscaped, including all areas not occupied by buildings, parking areas or vehicular access areas. One tree for each 35 m<sup>2</sup> (376.7 ft<sup>2</sup>) and one shrub for each 15 m<sup>2</sup> (161.5 ft<sup>2</sup>) of landscape area shall be provided.
- 6.6.3 (Deleted)

6.6.4 (Deleted)

6.6.5 Landscaped buffers between parking, loading and other hard surfaced areas and adjacent public roadways shall be a minimum of 3.0m (9.8ft) in width.

6.6.6 Landscaped buffers between parking, loading and other hard surfaced areas and adjacent residential sites shall be a minimum of 6.0m (19.7ft) in width and include shrubs or hedges, fencing and/or berms in order to interfere with vehicle headlights shining across property lines, to the satisfaction of the Development Authority.

6.6.7 If existing mature trees of at least 15.0cm (6 inches) or larger in calliper are retained on a development site, they may count as double towards the final number of trees required pursuant to this Bylaw.

6.6.8 Parking Lots

~~In addition to~~ As part of Section 6.6.2, landscaping within parking areas must be planted in accordance with the following standards:

- (a) Grade level parking areas accommodating 15 or more parking spaces shall incorporate landscaped areas at a minimum of 2.0 m<sup>2</sup> (21.5 ft<sup>2</sup>) for each parking space. Landscape areas within parking areas includes landscape islands or other areas within the parking area but shall not include landscaping within setbacks or landscape buffers.
- (b) Landscaping within the parking area shall include one tree for each ~~15.0 m<sup>2</sup> (161.5 ft<sup>2</sup>)~~ 35 m<sup>2</sup> (376.7 ft<sup>2</sup>) of required landscaping and one shrub for each ~~10.0 m<sup>2</sup> (107.6 ft<sup>2</sup>)~~ 15 m<sup>2</sup> (161.5 ft<sup>2</sup>) of required landscaping.
- (c) Landscape islands shall be provided at the beginning and end of each row of parking stalls.
- (d) Landscape islands shall be provided with no more than 20 parking stalls between islands; and
- (e) Landscape islands shall be a minimum length of at least 2.5 m (8.2 ft) for single row parking, and a minimum length of 5.0 m (16.4 ft) for double row parking.

## 6.9 C1 – Neighbourhood Retail and Service District

### 6.9.1 Purpose

This District is intended to provide sites for the development of local retail and service outlets that provide for the sale of a variety of convenience goods and services on sites that share one or more property lines with Residential Land Use Districts.

### 6.9.2 C1 Permitted and Discretionary Uses

(a) C1 Permitted	(b) C1 Discretionary
<ul style="list-style-type: none"> <li>- Business Support Service</li> <li>- Day Care Facility</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Fascia Sign</li> <li>- Freestanding Sign</li> <li>- Health Service</li> <li>- Identification Sign</li> <li>- Personal Service</li> <li>- Portable Sign</li> <li>- Professional, Financial, and Office Service</li> <li>- Projecting Sign</li> <li>- Retail Store (Convenience)</li> <li>- Retail Store (General)</li> <li>- Service Station (limited)</li> <li>- Sign, Channel Letter</li> <li>- Accessory development to any use listed in subsection 6.9.1(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Community Garden</li> <li>- Community Service Facility</li> <li>- Custom Manufacturing Establishment</li> <li>- Drive Through Service</li> <li>- Eating and Drinking Establishment (outdoor)</li> <li>- Government Service</li> <li>- Indoor Recreation Facility</li> <li>- Outdoor Recreation Facility</li> <li>- Pet Care Service*</li> <li>- Place of Worship</li> <li>- Recycling Drop-off</li> <li>- Retail Store (liquor)</li> <li>- Service Station</li> <li>- Vehicle Wash</li> <li>- Veterinarian Clinic</li> <li>- Accessory development to any use listed in subsection 6.9.1(b)</li> <li>- (Deleted)</li> </ul>

\* Outside enclosures, pens, or exercise areas are not permitted

### 6.9.3 C1 Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	475.0m <sup>2</sup> (5,221.9ft <sup>2</sup> ) minimum 0.6ha (1.5ac) maximum

### 6.9.4 C1 Site Subdivision Regulations

	Interior or Corner Site
a) Site Width	15.0m (49.2ft) minimum
b) Site Depth	30.0m (98.4ft) minimum

### 6.9.5 C1 Site Development Regulations

	Interior or Corner Site
a) Front Yard Setback	7.5m (24.6ft) minimum
b) Rear Yard Setback	No minimum for sites abutting a non-Residential Land Use District  Minimum of 4.5m (14.8ft) or one-half (1/2) the height of the building, whichever is greater, for sites abutting a Residential Land Use District
c) Side Yard Setback	No minimum for sites abutting a non-Residential Land Use District

	Minimum of 4.5m (14.8ft) or one-half (1/2) the height of the building, whichever is the greater, for sites abutting a Residential Land Use District
c) Building Height	7.0m (23.0ft) maximum for principal building

6.9.6 Additional Development Regulations for C1:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 6.1 to 6.7 of Part 6 – Commercial Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) The maximum permitted floor area of any individual business shall be 232.0m<sup>2</sup> (2,497.2ft<sup>2</sup>);
- (c) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood;
- (d) (Deleted)
- (e) Retail store (liquor) shall not be permitted on parcels smaller than 0.8 ha.



## 6.10 C2 – Vehicle Oriented Retail and Service District

### 6.10.1 Purpose

This District is intended to provide for vehicular orientated commercial development adjacent to arterial roadways and highways in order to promote convenient access and orderly flow of vehicular traffic.

### 6.10.2 C2 Permitted and Discretionary Uses:

(a) C2 Permitted	
<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Business Support Service</li> <li>- Commercial School</li> <li>- Community Service Facility</li> <li>- Day Care Facility</li> <li>- Drive Through Service</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Emergency Response Service</li> <li>- Fascia Sign</li> <li>- Freestanding Sign</li> <li>- Government Service</li> <li>- Health Service</li> <li>- Hotel</li> <li>- Identification Sign</li> <li>- Indoor Entertainment Facility</li> <li>- Motel</li> <li>- Outdoor Entertainment Facility</li> </ul>	<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Parking Facility</li> <li>- Pawn Shop</li> <li>- Personal Service</li> <li>- Pet Care Service*</li> <li>- Portable Sign</li> <li>- Professional, Financial, and Office Service</li> <li>- Projecting Sign</li> <li>- Recycling Drop-off</li> <li>- Retail Store (convenience)</li> <li>- Retail Store (general)</li> <li>- Retail Store (liquor)</li> <li>- Roof Sign</li> <li>- Seasonal Garden Centre</li> <li>- Service Station</li> <li>- Service Station (limited)</li> <li>- <del>Sign, Channel Letter</del></li> <li>- Vehicle Repair Facility (limited)</li> <li>- <del>Vehicle Sales, leasing, and rental facility</del></li> <li>- <del>Vehicle Sales, leasing and rental facility (limited)</del></li> <li>- Vehicle Wash</li> <li>- Veterinarian Clinic</li> <li>- Accessory development to any use listed in subsection 6.10.2(a)</li> </ul>

\* Outside enclosures, pens or exercise areas are not permitted

(b) C2 Discretionary Uses	
<ul style="list-style-type: none"> <li>- Communication Tower</li> <li>- Communication Tower (limited)</li> <li>- Custom manufacturing establishment</li> <li>- Eating and Drinking Establishment (outdoor)</li> <li>- Electronic Message Sign</li> <li>- Funeral Home</li> <li>- Greenhouse</li> <li>- Indoor Recreation Facility</li> <li>- Inflatable Sign</li> <li>- Kennel*</li> <li>- Late Night Club</li> </ul>	<ul style="list-style-type: none"> <li>- Outdoor Recreation Facility</li> <li>- Place of Worship</li> <li>- Vehicle Repair Facility</li> <li>- Vehicle Sales, Leasing and Rental Facility</li> <li>- Warehouse Sales</li> <li>- (Deleted)</li> <li>- Accessory development to any use listed in subsection 6.10.2(b)</li> </ul>

\* Outside enclosures, pens or exercise areas are not permitted

#### 6.10.3 C2 Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	2,023.5m <sup>2</sup> (0.5ac) minimum
b) Site Width	At the discretion of the Subdivision or Development Authority
c) Site Depth	At the discretion of the Subdivision or Development Authority

#### 6.10.4 C2 Site Development Regulations

	Interior or Corner Site
a) Front Yard Setback	7.5m (24.6ft) minimum
b) Rear Yard Setback	<del>4.5m (14.8ft)</del> 3.0m (9.8ft) minimum for sites abutting a non-Residential Land Use District 7.5m (24.6ft) minimum for sites abutting a Residential Land Use District.
c) Side Yard Setback	4.5m (14.8ft) 7.5m (24.6ft) minimum for sites abutting a Residential Land Use District
d) Building Height	14.0m (45.9ft) maximum

#### 6.10.5 Additional Development Regulations for C2:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use

Districts, Sections 6.1 to 6.7 of Part 6 – Commercial Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;

- (b) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood;
- (c) Where at least 50% of the required parking for a C2 – Vehicle Oriented Retail and Service District use is allocated in a parking garage, an additional one storey or 4.0m (13.1ft) may be permitted in addition to the maximum building height;
- (d) Except for off-street parking, loading areas and approved patios, all business activities shall be carried out entirely within completely enclosed buildings or structures;
- (e) The required side yard shall be increased by 1.0 m in depth for each storey above the first storey, when adjacent to residential; and
- (f) The required rear yard shall be increased by 1.0 m in depth for each storey above the first storey, when adjacent to residential.
- (g) Any business premises or multiple occupancy building having with a floor area of greater than 3000 m<sup>2</sup> or a single wall length greater than 25.0 m (82.0 ft) visible from a public road shall comply with the following:
  - i. The roof line and the building façade shall include design elements that reduce the perceived mass of the building; and
  - ii. Landscaping adjacent to exterior walls shall be used to reduce the perceived mass of the building and provide visual interest.

## 6.11 C3 – Commercial Shopping Centre District

### 6.11.1 Purpose

This District is intended to provide for shopping centre developments, where the main focus is retail and service uses, serving a community, district, or regional trade area. This District will normally be applied in areas served by Major Collector or Arterial public roadways. Adequate buffering and land use regulations will apply to protect all adjacent residential areas.

6.11.2 C3 Permitted and Discretionary Uses:

(a) C3 Permitted	
<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Business Support Service</li> <li>- Commercial School</li> <li>- Community Service Facility</li> <li>- Day Care Facility</li> <li>- (Deleted)</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Emergency Response Service</li> <li>- Fascia Sign</li> <li>- Freestanding Sign</li> <li>- Government Service</li> <li>- Health Service</li> <li>- (Deleted)</li> <li>- Identification Sign</li> <li>- Indoor Entertainment Facility</li> <li>- Inflatable Sign</li> <li>- (Deleted)</li> <li>- Outdoor Entertainment Facility</li> </ul>	<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Parking Facility</li> <li>- Pawn Shop</li> <li>- Personal Service</li> <li>- Pet Care Service*</li> <li>- Portable Sign</li> <li>- Professional, Financial, and Office Service</li> <li>- Projecting Sign</li> <li>- Recycling Drop-off</li> <li>- Retail Store (convenience)</li> <li>- Retail Store (general)</li> <li>- (Deleted)</li> <li>- Roof Sign</li> <li>- Seasonal Garden Centre</li> <li>- Sign, Channel Letter</li> <li>- (Deleted)</li> <li>- (Deleted)</li> <li>- (Deleted)</li> <li>- (Deleted)</li> <li>- (Deleted)</li> <li>- Veterinarian Clinic</li> <li>- Accessory development to any use listed in subsection 6.11.2(a)</li> </ul>

\* Outside enclosures, pens or exercise areas are not permitted

(b) C3 Discretionary Uses	
<ul style="list-style-type: none"> <li>- Casino</li> <li>- Communication Tower</li> <li>- Communication Tower (limited)</li> <li>- Custom manufacturing establishment</li> <li>- Drive Through Service</li> <li>- Eating and Drinking Establishment (outdoor)</li> <li>- Electronic Message Sign</li> <li>- Funeral Home</li> <li>- Greenhouse</li> <li>- Hotel</li> <li>- Indoor Recreation Facility</li> <li>- Inflatable Sign</li> <li>- Kennel*</li> <li>- Late Night Club</li> </ul>	<ul style="list-style-type: none"> <li>- Motel</li> <li>- Outdoor Recreation Facility</li> <li>- Place of Worship</li> <li>- Retail Store (liquor)</li> <li>- Service Station</li> <li>- Service Station (limited)</li> <li>- Vehicle Repair Facility</li> <li>- Vehicle Repair Facility (limited)</li> <li>- Vehicle Sales, Leasing and Rental Facility</li> <li>- <b>Vehicle Sales, Leasing and Rental Facility (limited)</b></li> <li>- Vehicle Wash</li> <li>- Warehouse Sales</li> <li>- (Deleted)</li> <li>- Accessory development to any use listed in subsection 6.11.2(b)</li> </ul>

\* Outside enclosures, pens or exercise areas are not permitted

#### 6.11.3 C3 Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	4,000.0m <sup>2</sup> (0.99ac, 43,040.0ft <sup>2</sup> ) minimum
b) Site Width	At the discretion of the Subdivision or Development Authority
c) Site Depth	At the discretion of the Subdivision or Development Authority

#### 6.11.4 C3 Site Development Regulations

	Interior or Corner Site
a) Front Yard Setback	7.5m (24.6ft) minimum
b) Rear Yard Setback	Minimum of 3.0m (9.8ft) for site abutting a non-Residential Land Use District Minimum of 6.0m (19.7ft) for site abutting a Residential Land Use District

#### 6.11.4 C3 Site Development Regulations

	Interior or Corner Site
a) Side Yard Setback	Minimum of 3.0m (9.8ft) for site abutting a non-Residential Land Use District Minimum of 6.0m (19.7ft) for sites abutting a Residential Land Use District
b) Building Height	14.0m (45.9ft) maximum

#### 6.11.5 Additional Development Regulations for C3:

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 – General Regulations for all Land Use Districts, Sections 6.1 to 6.7 of Part 6 – Commercial Land Use Districts, Part 11 – Parking and Loading, and Part 12 – Signs;
- (b) Where at least 50% of the required parking for a C3 – Commercial Shopping Centre District use is allocated in a parking garage, an additional one storey or 4.0m (13.1ft) may be permitted in addition to the maximum building height;
- (c) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood;
- (d) Except for off-street parking, loading areas and approved patios, all business activities shall be carried out entirely within completely enclosed buildings or structures;
- (e) The required side yard shall be increased by 1.0 m in depth for each storey above the first storey, when adjacent to residential; and
- (f) The required rear yard shall be increased by 1.0 m in depth for each storey above the first storey, when adjacent to residential.

### 6.13 C5 – Fort Mall Redevelopment District

#### 6.13.1 Purpose

This District is generally intended to provide regulations for the redevelopment of the Fort Mall site as envisioned in the Downtown Area Redevelopment Plan & Design Guidelines (Bylaw C14-08). A variety of land uses are supported in this district including residential, commercial, and mixed-use. Higher densities and scale greater than seen elsewhere in Fort Saskatchewan are supported, with high rise buildings accommodated in specific locations provided that the design ensures development relates to the adjacent areas and provides harmonious transitions. Open space and pedestrian connections will be provided to ensure ease of movement to and from the area, and

opportunities for recreation. Special emphasis shall be given for the creation of a high quality public realm including urban plazas, outdoor amenity areas and interactive streetscapes.

6.13.2 C5 Permitted & Discretionary Uses:

(a) C5 Permitted Uses	
<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Apartment Dwelling</li> <li>- Assisted Living Facility</li> <li>- <b>Assisted Living Facility (limited)</b></li> <li>- Business Support Service</li> <li>- Commercial School</li> <li>- Community Service Facility</li> <li>- Custom Manufacturing Establishment</li> <li>- Day Care Facility*</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Eating and Drinking Establishment (outdoor)</li> <li>- Emergency Response Service</li> <li>- Health Service</li> <li>- <b>Home Business*</b></li> <li>- Home Office</li> <li>- Hotel</li> <li>- Indoor Entertainment Facility</li> <li>- Indoor Recreation Facility</li> <li>- Multi-attached Dwelling</li> </ul>	<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Parking Facility</li> <li>- Personal Service</li> <li>- Pet Care Service***</li> <li>- Place of Worship</li> <li>- Private Club</li> <li>- Professional, Financial, and Office Service</li> <li>- Public Facility</li> <li>- Retail Store (convenience)</li> <li>- Retail Store (general)</li> <li>- Retail Store (liquor)</li> <li>- Seasonal Garden Centre <del>(temporary)</del></li> <li>- Show Home</li> <li>- <b>Sign, Channel Letter</b></li> <li>- <b>Sign, Fascia</b></li> <li>- Sign (Freestanding)</li> <li>- Sign (Identification)</li> <li>- Sign (portable)</li> <li>- Sign (Projecting)</li> <li>- <b>Sign, Specialty Projecting</b></li> <li>- Temporary Sales Centre</li> <li>- Accessory development to any use listed in subsection 6.13.2(a)</li> </ul>

(b) C5 Discretionary Uses	
<ul style="list-style-type: none"> <li>- Casino</li> <li>- Government Service</li> <li>- Greenhouse</li> <li>- Late Night Club</li> <li>- Live Work Unit</li> <li>- (Deleted)</li> <li>- Outdoor Recreation Facility</li> <li>- Pawn Shop</li> </ul>	<ul style="list-style-type: none"> <li>- Temporary Outdoor Event</li> <li>- Vehicle Sales, Leasing or Rental Facility (limited)</li> <li>- Veterinarian Clinic</li> <li>- (Deleted)</li> <li>- Accessory development to any use listed in subsection 6.13.2(b)</li> </ul>

\*Day Care Facility and home business uses may not occur within an apartment dwelling

\*\* Multi-attached Dwellings shall be limited to the Periphery Zone, as per Figure

\*\*\* Outside enclosures, pens or exercise areas are not permitted

### 6.13.3 Site Development Regulations

	Interior or Corner Site	
a) Site Area	Minimum	300.0m <sup>2</sup> (3229.2ft <sup>2</sup> )
	Maximum	N/A
b) Site Width	Minimum	At the discretion of Development Authority
	Maximum	At the discretion of Development Authority
c) Front Setback	Minimum	<p>Non-residential uses at ground floor 0.0m (0.0ft) to 1.4m (4.6m) to achieve a continuous pedestrian zone of 3.4m (11.2ft)</p> <p>Residential uses at ground floor 3.0m (9.8ft) with display gardens</p> <p>Residential uses at ground floor abutting MR 1.0m (3.3ft) with display gardens in the MR</p>
d) Side Setback	Minimum	0.0m (0.0ft)
e) Rear Setback	Minimum	<p>0.0m (0.0ft) when abutting a Non-Residential Land Use District</p> <p>4.5m (14.8ft) or one-half (1/2) the height of the building, whichever is greater, for sites abutting a Residential Land Use District</p>
f) Site Coverage	Maximum	70%
g) FAR	Maximum	4.0
h) Unit Density	Maximum	200 units per net developable hectare for sites less than 1500.0m <sup>2</sup>



		350 units per net developable hectare for sites greater than 1500.0m <sup>2</sup>
i) Height		As per Section 6.13.4 of this Bylaw
j) Common Amenity Area	Minimum	Apartment Dwellings 4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit  All other Residential Dwellings At the discretion of the Development Authority. This can include indoor and outdoor amenities such as seating areas and roof top patios
k) Private Amenity Area	Minimum	Residential Dwellings at Grade and Above Grade 3.0m <sup>2</sup> (32.3ft <sup>2</sup> ) per dwelling unit to be provided by balconies, decks, patios or rooftop amenity area***  Residential Dwellings Below Grade To be provided through the common amenity area

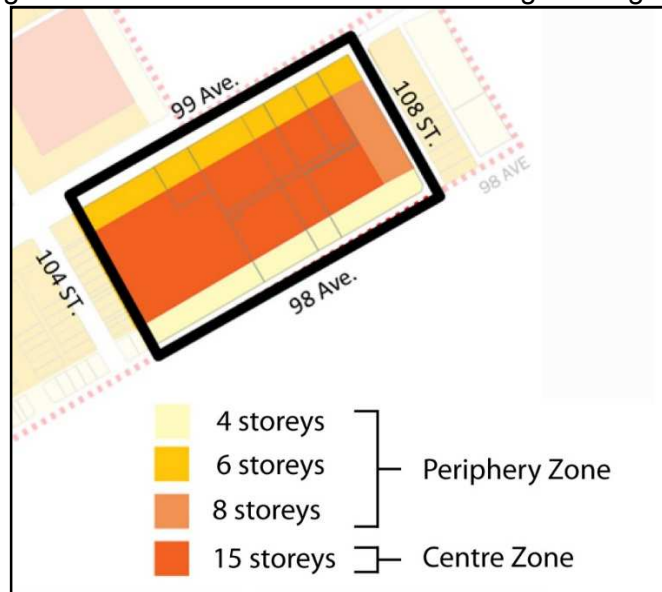
\*\*\* Private Amenity Area shall only be provided by balconies in Apartment Dwellings

#### Urban Design Regulations

##### 6.13.4 Urban Form

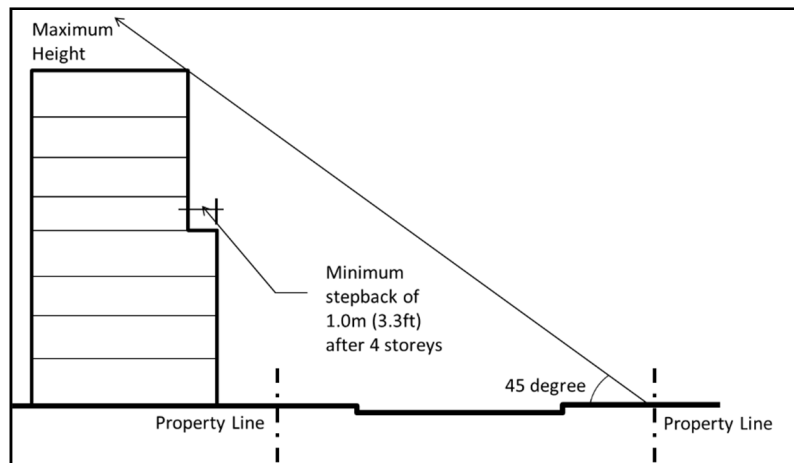
- a) Maximum building height shall be determined based upon:
  - i. The location of the building in proximity to the public roadways, as per Figure 6.13a; and
  - ii. Along 98 Avenue, new development shall have a minimum height of 2 storeys when located in the Periphery Zone, and a minimum height of 4 storeys in the Centre Zone, as per Figure 6.13a.
  - iii. Building heights shall be transitioned through appropriate stepbacks as per Figure 6.13a.

Figure 6.13a: Fort Mall Site Maximum Heights Diagram



- b) The maximum building height for buildings greater than 5 storeys shall be limited by the application of a 45 degree angular plane, as per Figure 6.13b.

Figure 6.13b: 45 Degree Angular Plane Method for Determining Height Maximums

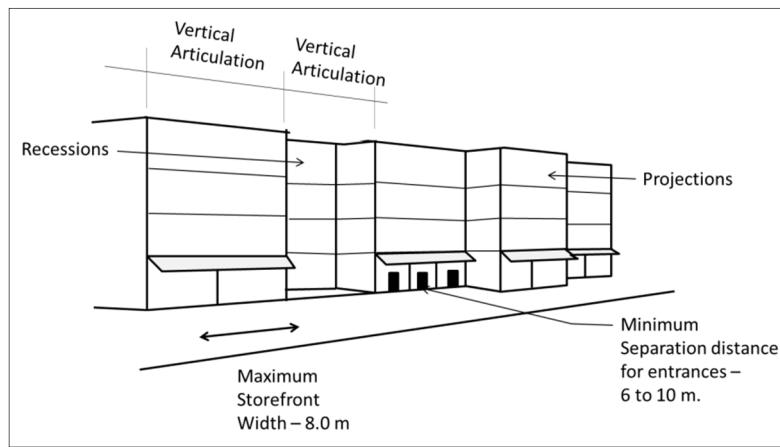


- c) The maximum parapet height for all new buildings shall not exceed 1.5m (4.9ft); and
- d) Vents, mechanical rooms and equipment, elevator penthouses etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building.

#### 6.13.5 Street Character and Pedestrian Realm

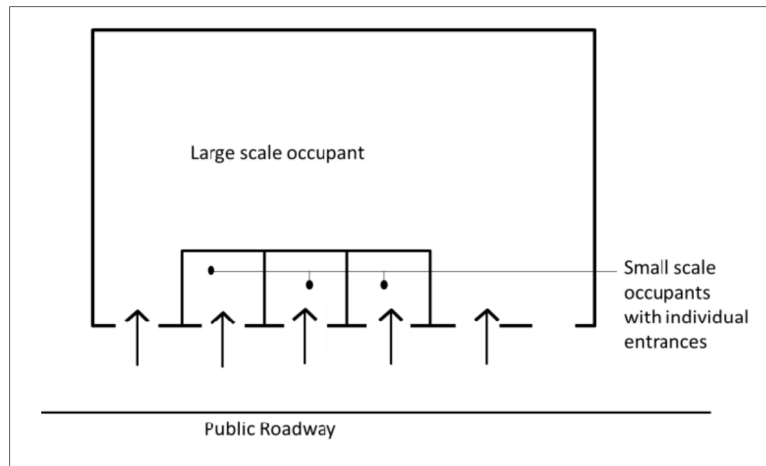
- a) For buildings where the ground floor is occupied by non-residential tenancy, the front setback shall be hard surfaced with a consistent treatment and theme from the City sidewalk to the satisfaction of the Development Authority;
- b) To avoid monotony in architecture, all buildings shall be required to provide a vertical articulation in the streetwall fronting public roads using a variety of colours, materials, projections as well as recessions in the building façade, as per (Figure 6.13c);

Figure 6.13c: Vertical Articulation Specifications



- c) Individual retail store frontages along 99 Avenue at ground floor shall not exceed 8.0m (26.3ft) in width, as per Figure 6.13c;
- d) Where feasible, entrances for commercial and office uses shall be located at intervals of 6.0m to 10.0m (19.7ft to 32.8ft) along building façades fronting public roadway; and
- e) For new construction, large scale commercial uses at ground floor shall be required to provide small scale individualized tenancy fronting the public roadway, as per Figure 6.13d.

Figure 6.13d: Small Scale Occupancy in Large Scale Commercial Uses



#### 6.13.6 Open Space and Linkages

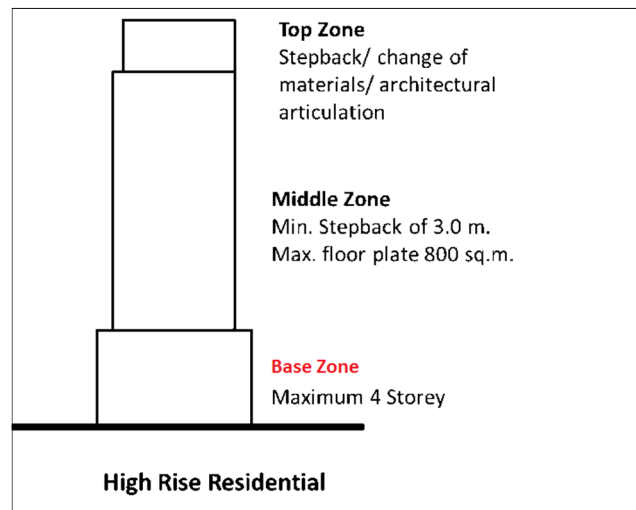
- a) A minimum 15% of the Fort Mall site area shall be dedicated as publically-accessible open space that is connected to the wider city level open space network;
- b) Open space shall be developed and landscaped in accordance with Section 4.8 to 4.11 of this Bylaw. In addition, street furniture such as benches, waste receptacles, garden lighting, etc. may be required to enhance the open space to the satisfaction of Development Authority; and
- c) New private or public roads in this district shall be designed in a manner to re-establish the typical block pattern and the street grid found in Fort Saskatchewan's downtown.

#### 6.13.7 Building Massing and Architectural Character

- a) Buildings at the intersection of the following streets shall be required to incorporate special architectural treatment to mark entrances to the downtown and key focal points:
  - i. 99 Avenue and 106 Street; and
  - ii. 99 Avenue and 108 Street.
- b) Buildings more than 5 storeys shall provide three distinct vertical zones, as per Figure 6.13e, and meet the following step back requirements:
  - i. The base zone shall be a minimum of two storeys and a maximum four storeys, and shall be integrated with townhouses, apartments or commercial retail units; and

- ii. The middle zone shall provide a minimum setback of 3.0m (9.8ft) and a maximum floor plate of 800m<sup>2</sup> (8611ft<sup>2</sup>).
- iii. The top zone shall be required for high rise buildings and shall include the top three stories. The top zone shall provide either an additional setback or a change in material/colour or special architectural treatment to the satisfaction of the Development Authority.

Figure 6.13e: Vertical Zones in Mid-rise and High-rise Buildings



- c) A minimum separation distance of 25.0m (82.0ft) measured perpendicularly to building face shall be provided between the shafts (middle zones) of two high rise towers;
- d) Building façade on corner sites shall address both public roadways;
- e) New developments shall be encouraged to incorporate public art into building façades; and
- f) Large blank façades with opaque surfaces shall be minimised to the satisfaction of the Development Authority.

#### 6.13.8 Pedestrian Entrances

- a) Ground floor entrances for commercial/office uses shall be level with grade of the adjacent sidewalk;
- b) Ground floor entrances for residential units fronting public road shall provide a 1.0m (3.3ft) grade separation from adjacent sidewalk to provide visual privacy for residential units; and

- c) Entrances to commercial uses at ground floor and residential uses above ground level shall be architecturally differentiated from each other.

#### 6.13.9 Ground Floor Treatment

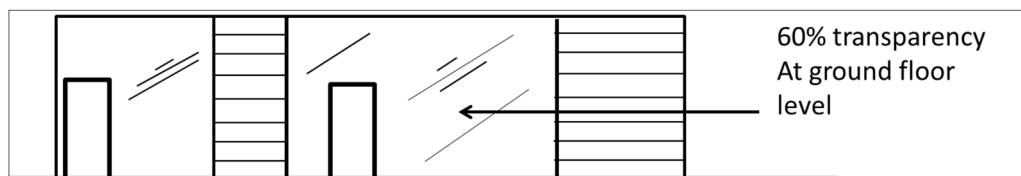
- a) The land uses along ground floors of all buildings shall be as per Figure 6.13f, whereas:
  - i. Ground floor uses along 99 Avenue shall be limited to commercial or residential development;
  - ii. Ground floor uses along 98 Avenue shall be limited to residential development; and
  - iii. (Deleted)

Figure 6.13f: Ground Floor Frontage Use Designations



- b) Facade improvement or facades for newly constructed buildings with non-residential uses located on the ground floor facing a public street or public area shall provide a minimum 60% transparency on the ground floor level to encourage pedestrian interactions and safety, as per Figure 6.13g.

Figure 6.13g: Transparency in Ground Level Commercial Developments

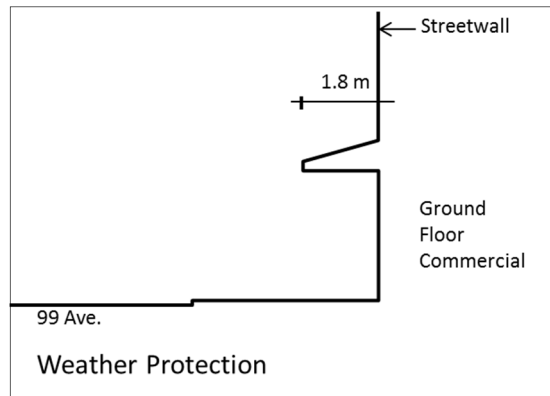


- c) Principal entrances of dwelling units or commercial retail units provided at the ground floor level shall provide direct access to the adjacent public sidewalk.

#### 6.13.10 Canopies and Weather Protection

- a) A continuous weather protection of minimum 1.8m (5.9ft) width at the ground floor of all building façades fronting 99 Avenue shall be encouraged, as per Figure 6.13h.

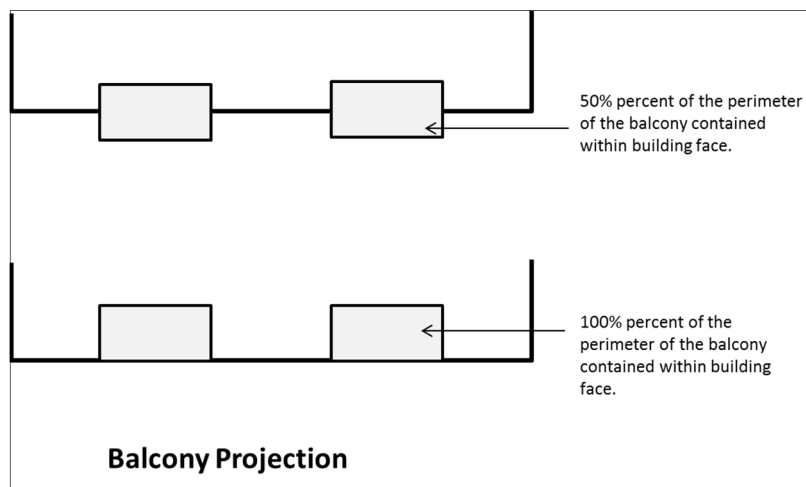
Figure 6.13h: Canopies and Weather Protection



#### 6.13.11 Building Projections

- a) Balconies on the streetwall shall be partly or fully recessed from the building face with approximately 50% of their perimeter contained by exterior walls of the building, as per Figure 6.13i.

Figure 6.13i: Balcony Projection



- b) Balcony projections may project beyond the floor plate restrictions or the front streetwall up to a maximum of 1.0m (3.3ft) but shall in no case project beyond the property line.

#### 6.13.12 General Parking Requirements

- a) On-site parking should be provided at the rear or sides of buildings, within underground parkade or above-ground parking structures. Surface parking areas should not be developed adjacent to any public roadway other than a lane, unless a suitable interface with the abutting street is provided to the satisfaction of the Development Authority.
- b) Corner sites may have surface parking areas located on the side of the building, facing the flanking roadway when screened from public view.
- c) The Development Authority may consider granting additional Floor Area Ratio, if the applicant agrees to provide underground parking stalls to meet all parking requirements of the project.
- d) Uses and developments not specified in an approved Parking Impact Assessment shall meet the Minimum Parking Requirements for Downtown, as per Table 11.e.
- e) Structured parking facilities shall generally be provided at locations internal to the site. If such parking facilities are located fronting a public roadway, then the following design considerations shall be utilized:
  - i. Ground floor shall include retail uses with multiple entrances;
  - ii. Entrance to the parking facility shall be designed with special architectural treatment to maintain the integrity of retail frontage; and
  - iii. The facade of the upper storeys of the parking facility shall be designed to reflect residential or commercial building character.

#### 6.13.13 Circulation, Accesses, Loading and Waste Collection

- a) (Deleted)
- b) All vehicular access to parking and on-site service areas, parking facilities, waste storage/collection areas as well as loading facilities shall be screened from public roadways using enhanced landscape treatment or special architectural features.
- c) Where possible, vehicular entrances to underground parking facilities and passenger drop-off areas shall be provided from the rear of buildings.



- d) Internal roadway network shall be designed to improve walkability and reduce shortcutting by vehicular traffic.
- e) (Deleted)
- f) (Deleted)
- g) (Deleted)
- h) Garbage and recycling containers shall provide a minimum setback of 1.0m (3.3ft) from a property line and be screened using appropriate architectural or landscaping treatment to the satisfaction of Development Authority.
- i) (Deleted)

#### 6.13.14 Signage

- a) Buildings on corner sites shall provide signage on both building façades; and
- b) Projecting signs may project beyond the streetwall by a maximum of 1.0m (3.3ft) and should be restricted to ground floor only.

#### 6.13.15 Additional Development Regulations for C5

- a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 6.1 to 6.7 of Part 6 - Commercial Land Use Districts, Part 11 - Parking and Loading, and Part 12 – Signs.
- b) Except for off-street parking, loading areas and approved patios, all business activities shall be carried out entirely within completely enclosed buildings or structures. Sidewalk sales, tent sales, or farmers markets shall be considered in the approved open space areas such as parking lots or plazas in accordance with the regulations for Temporary Outdoor Events; and
- c) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood.

## **Part 7 – Industrial Land Use Districts**

### **7.1 Accessory Developments in Industrial Districts**

- 7.1.1 Where an accessory building is attached to the principal building by an open or enclosed roofed structure it shall be considered a part of the principal building and subject to the setbacks required for the principal building.
- 7.1.2 Where a Land Use District does not specify a height or setback, the height and setbacks for industrial accessory buildings shall be at the discretion of the Development Authority, and subject to the Alberta Building Code.
- 7.1.3 Notwithstanding Subsection 7.1.2 above, accessory buildings in Industrial Land Use Districts shall not be located in front of the principal building.
- 7.1.4 Where permitted, Air Supported or Fabric Covered structures shall:
  - (a) Not exceed the maximum height permitted in the Land Use District in which they are located;
  - (b) Not be located in front of the principal building; and
  - (c) Be subject to the Alberta Building Code.
- 7.1.5 Shipping containers shall be considered an accessory building in Industrial Land Use Districts.
- 7.1.6 ~~A maximum of four shipping containers are permitted per site~~ Shipping containers shall not be stacked in the IL – Light Industrial District.
- 7.1.7 Shipping containers located in the IM – Medium Industrial District and IH – Heavy Industrial District may be stacked to the maximum height permitted in the Land Use District in which they are located.
- 7.1.8 Shipping containers shall be used for storage purposes only, excluding any dangerous or hazardous goods or containers.

### **7.4 Landscaping Requirements for Industrial Land Uses**

- 7.4.1 To ensure visual aesthetic quality in the area is not diminished, landscaping for industrial sites shall include a minimum of one tree for each 3.0 m (9.4 ft) of lot width planted adjacent to the public roadway frontage. The Development Authority may, in consideration of meeting the intent, reduce this requirement, or require an alternative arrangement of trees, taking into consideration the merits of the application, site conditions, traffic, and area context.
- 7.4.2 In addition to the requirements of Section 4.8 General Landscaping Requirements, all yards of industrial sites shall be landscaped with a variety of trees, shrubs, and planted ground cover in accordance with a landscaping plan approved by the Development Authority. To create a soft transition between the parking area and the principal building, the Development Authority may require a

portion of the required landscaping to be located adjacent to the principal building.

**7.4.3 Landscaped buffers and areas shall be developed as follows:**

- a) Landscaped buffers between parking, loading or other hard surfaced areas and adjacent public roadways shall be a minimum of 3.0 m (9.8 ft) in width.
- b) Landscape areas adjacent to principal buildings, if required under section 7.4.2, shall be a minimum of 2.5 m (8.2 ft) in width.
- c) Landscaped areas between parking, loading or other hard surfaced areas and adjacent residential sites shall be a minimum of 6.0 m (19.7 ft) in width and include shrubs or hedges, fencing and/or berms in order to interfere with vehicle headlights shining across property lines, to the satisfaction of the Development Authority.

7.4.4 The entire site shall be maintained in a neat, tidy manner including trimming and upkeep of landscaped areas and the removal of debris and unsightly objects.

7.4.5 In addition to the requirements above, the Development Authority may require other types of screening such as masonry walls, earth berms or a combination thereof.

7.4.6 If existing mature trees of at least 15.0 cm (5.9 in) calliper are retained on a development site, they may count as double towards the final number of trees required for the development.

**7.8 Surveillance Suites**

**7.8.1 A maximum of one (1) surveillance suite is permitted per site in Industrial Land Use Districts.**

**7.8 IL – Light Industrial District**

**7.8.1 IL Purpose**

This District is intended to provide for light industrial uses that do not adversely affect adjacent land uses or cause any external, objectionable or dangerous conditions outside of any building on the light industrial site. This District is normally applied to sites adjacent to major roadways on the periphery of industrial areas and may serve as a buffer between heavier industrial and other land uses.

## 7.8.2 IL Permitted and Discretionary Uses

(a) IL Permitted Uses	
<ul style="list-style-type: none"> <li>- (Deleted)</li> <li>- Billboard sign</li> <li>- Contractor service</li> <li>- Custom Manufacturing Establishment</li> <li>- Emergency response service</li> <li>- Fascia sign</li> <li>- Freestanding sign</li> <li>- General industrial use*</li> <li>- Greenhouse</li> <li>- Identification sign</li> <li>- Inflatable sign</li> <li>- Kennel</li> <li>- Nature conservation use</li> <li>- Pet care service</li> <li>- Portable sign</li> <li>- Projecting sign</li> <li>- Recycling depot</li> <li>- Recycling drop-off</li> <li>- Research and development facility</li> </ul>	<ul style="list-style-type: none"> <li>- Roof sign</li> <li>- Service station</li> <li>- Service station (limited)</li> <li>- Service station, bulk fuel depot</li> <li>- Storage facility</li> <li>- Surveillance suite</li> <li>- Vehicle and equipment storage</li> <li>- Vehicle repair facility</li> <li>- Vehicle repair facility (limited)</li> <li>- Vehicle sales, leasing and rental facility</li> <li>- Vehicle sales, leasing and rental facility (limited)</li> <li>- Vehicle wash</li> <li>- Veterinary clinic</li> <li>- Warehouse distribution and storage</li> <li>- Warehouse sales</li> <li>- Accessory development to any use listed in subsection 7.8.2(a)</li> </ul>

\*General industrial uses with the potential to create significant impacts, adverse effects or nuisance off the site, including but not limited to smoke, gas, odour, sound, vibration or other objectionable impacts, shall be considered as a discretionary use.

(b) IL Discretionary Uses	
<ul style="list-style-type: none"> <li>- Commercial school</li> <li>- Communication tower</li> <li>- Communication tower (limited)</li> <li>- Community service facility</li> <li>- Eating and drinking establishment (limited)</li> <li>- Electronic message sign</li> <li>- Indoor entertainment facility</li> <li>- Indoor recreation facility (unrestricted)</li> <li>- Outdoor entertainment facility</li> <li>- Outdoor recreation facility</li> <li>- Outdoor storage</li> </ul>	<ul style="list-style-type: none"> <li>- Outdoor storage facility</li> <li>- Professional, financial and office service</li> <li>- Retail store (general)</li> <li>- Wind energy converter system</li> <li>- Wind energy converter system (limited)</li> <li>- (Deleted)</li> <li>- Accessory development to any use listed in subsection 6.13.2(a)</li> </ul>

### 7.8.3 IL Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	0.2ha (0.49 acres) minimum
b) Site Width	No minimum
c) Site Depth	30.0m (98.4ft) minimum

#### 7.8.4 IL Site Development Regulations

	Interior or Corner Site
a) Front Yard Setback	6.0m (19.7ft) minimum Flanking front yard minimum at the discretion of the Development Authority
b) Rear Yard Setback	5.0m (16.4ft) minimum May be reduced to 4.5m (14.8 ft), at the discretion of the Development Authority, if it can be demonstrated that the reduction would have no adverse impacts on adjacent lands and that all <i>Safety Code</i> requirements are adhered to.
c) Side Yard Setback	4.5m (14.8ft) minimum Subject to Alberta Building Code and <i>Safety Codes Act</i> , one side yard setback may be reduced to a minimum of 1.5m (4.9ft) at the discretion of the Development Authority
d) Height	15.0m (49.2ft) maximum for building. 30.0m (98.4ft) for towers, structural, equipment storage or other components of the building which may be required for the operation (not intended to allow for an additional storey above 15.0m).
e) Site Coverage	60% maximum for all buildings

#### 7.8.5 Additional Development Regulations for IL

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 7.1 to 7.11 of Part 7 – Industrial Land Use Districts, Part 11 - Parking and Loading, and Part 12 – Signs; and
- (b) All development and uses within this Land Use District are subject to the applicable provisions of Section 10.4 - IL Limited Use Overlay.

### 7.9 IM – Medium Industrial District

#### 7.9.1 Purpose

This District is generally intended to establish an area of industrial uses where site regulations require a high standard of site design, open space and landscaping. Storage areas shall either be enclosed on all sides or shall be entirely out of the view of the general public. This District will accommodate uses that do not cause any external, objectionable or dangerous conditions beyond the outer limit of the site and will normally be applied as a District to buffer heavier industrial Land Use Districts from other Land Use Districts. This District shall be served by adequate industrial roads.

#### 7.9.2 IM Permitted and Discretionary Uses

(a) IM Permitted Uses	
<ul style="list-style-type: none"> <li>- Billboard sign</li> <li>- Contactor Service</li> <li>- Custom Manufacturing Establishment</li> <li>- Emergency response service*</li> </ul>	<ul style="list-style-type: none"> <li>- Roof sign</li> <li>- Service station, bulk fuel depot</li> <li>- Storage facility</li> <li>- Surveillance Suite</li> </ul>

<ul style="list-style-type: none"> <li>- Fascia sign</li> <li>- Freestanding sign</li> <li>- General industrial uses</li> <li>- Identification sign</li> <li>- Kennel*</li> <li>- Natural conservation use</li> <li>- Outdoor storage</li> <li>- Outdoor storage facility</li> <li>- Portable sign</li> <li>- Projecting sign</li> <li>- Recycling depot</li> <li>- Research and development facility</li> <li>- Warehouse, distribution and storage</li> <li>- Warehouse sales</li> <li>- Accessory development to any use listed in subsection 7.9.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Vehicle and equipment storage</li> <li>- Vehicle repair facility*</li> <li>- Vehicle repair facility (limited)*</li> <li>- Vehicle sales, leasing or rental facility*</li> <li>- Vehicle sales, leasing or rental facility (limited)*</li> <li>- Vehicle wash*</li> <li>- Veterinary clinic*</li> <li>- Accessory development to any use listed in subsection 7.9.2(b)</li> </ul>
--	--

(b) IM Discretionary Uses	
<ul style="list-style-type: none"> <li>- Agriculture</li> <li>- Auctioneering facility</li> <li>- Commercial school</li> <li>- Communication tower</li> <li>- Communication tower (limited)</li> <li>- Electronic message sign</li> <li>- Greenhouse</li> <li>- Outdoor entertainment facility</li> <li>- Professional, financial and office service</li> </ul>	<ul style="list-style-type: none"> <li>- Service Station</li> <li>- Service Station (limited)</li> <li>- <del>Surveillance Suite</del></li> <li>- Wind energy converter system</li> <li>- Wind energy converter system (limited)</li> <li>- (Deleted)</li> <li>- Accessory development to any use listed in subsection 7.9.2(b)</li> </ul>

(c) IM Discretionary Uses within Highway 15 Vicinity Overlay*	
<p>In addition to those uses identified in 7.9.3 (a) and 7.9.3 (b), the Development Authority may consider the following uses as Discretionary within the Highway 15 Vicinity Overlay:</p> <ul style="list-style-type: none"> <li>- Business Support Service</li> <li>- Emergency Response Service</li> <li>- Kennel</li> <li>- Pet Care Service</li> </ul>	<ul style="list-style-type: none"> <li>- Vehicle Repair Facility</li> <li>- Vehicle Repair Facility (Limited)</li> <li>- Vehicle Sales, Leasing or Rental Facility</li> <li>- Vehicle Sales, Leasing or Rental Facility (Limited)</li> <li>- Vehicle Wash</li> <li>- Veterinary Clinic</li> <li>- Accessory development to any use listed in subsection 7.9.2(c)</li> </ul>

\*Where a use is listed in both 7.9.2(a), Permitted Uses, and 7.9.2(c), IM Discretionary Uses within Highway 15 Overlay, Section 7.9.2(c) shall prevail provided that the Overlay applies.

### 7.9.3 IM Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	0.4ha (1.0 acre) minimum The minimum site area may be reduced to 0.2ha (0.5 acres) where the parcel frontage is at least 33.0 m (108.3ft) and, in the opinion of the Development Authority, there will be no adverse effect on adjacent parcels
b) Site Width	At the discretion of the Development Authority
c) Site Depth	At the discretion of the Development Authority

### 7.9.4 IM Site Development Regulations

	Interior Site	Corner Site
a) Front Yard Setback	9.0m (29.5ft) minimum	Flanking: at the discretion of the Development Authority
b) Rear Yard Setback	5.0m (16.4ft) minimum  May be reduced to 1.5m (4.9ft) at the discretion of the Development Authority, if it can be demonstrated that the reduction would have no adverse impacts on adjacent lands and that all <del>Alberta Safety Codes Act</del> federal or provincial requirements are adhered to	
c) Side Yard Setback	6.0m (19.7ft) minimum on one side and 1.5m (4.9ft) minimum on the other side for buildings up to 4.5m (14.8ft) in height  For buildings over 4.5 (14.8ft) in height, the 1.5m (4.9ft) minimum side yard shall be increased by 0.3m (1.0ft) for each additional 1.0m (3.3ft) of building height	
d) Height	18.0m (59.1ft) maximum for building.  30.0m (98.4ft) for towers, structural, equipment storage or other components of the building which may be required for the operation (not intended to allow for an additional storey above 18.0m).	
e) Site Coverage	60% maximum for all buildings	

### 7.9.5 Additional Development Regulations for IM

- a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 7.1 to 7.11 of Part 7 – Industrial Land Use Districts, Part 11 - Parking and Loading, and Part 12 – Signs;
- b) Proposed developments may be subject to a Risk Assessment to ensure compatibility with adjacent heavy industrial uses. Such assessments shall be



carried out in accordance with Major Industrial Accidents Council of Canada (MIACC);

- c) At the discretion of the Development Authority or based on the recommendations of a Risk Assessment, additional safety measures may be required by the Development Authority in order to consider a proposed development;
- d) For development adjacent to Heavy Industrial Uses, all sites and buildings, except for renovations or additions of less than 10% of the existing gross floor area, shall be designed for ease of evacuation, access by emergency services, and mechanical systems to provide protection to occupants in the case of a significant industrial accident; and
- e) All sites and buildings shall be designed in accordance with the principles of Shelter-in-Place.

## **Part 8 – Institutional Land Use Districts**

### **8.6 PS – Public Service District**

#### **8.6.1 Purpose**

This District is intended to provide for public and quasi-public development that serves the social, physical, mental, cultural and religious needs of the community.

#### **8.6.2 PS Permitted and Discretionary Uses**

(a) PS Permitted Uses	(b) PS Discretionary Uses
<ul style="list-style-type: none"> <li>- Assisted Living Facility</li> <li>- <b>Assisted Living Facility (limited)</b></li> <li>- Community service facility</li> <li>- Day care facility</li> <li>- Education (private)</li> <li>- Education (public)</li> <li>- Emergency response service</li> <li>- Fascia sign</li> <li>- Freestanding sign</li> <li>- Government service</li> <li>- Group home</li> <li>- Health Service</li> <li>- Identification sign</li> <li>- Indoor recreation facility</li> <li>- Natural conservation use</li> <li>- Outdoor recreation facility</li> <li>- Parking facility</li> </ul>	<ul style="list-style-type: none"> <li>- Campground</li> <li>- Cemetery</li> <li>- Communication Tower</li> <li>- Communication Tower (limited)</li> <li>- Community Garden</li> <li>- Detention and Correction Service</li> <li>- Eating and Drinking Establishment</li> <li>- Eating and Drinking Establishment (limited)</li> <li>- Funeral Home</li> <li>- Hospital</li> <li>- (Deleted)</li> <li>- <b>Recycling drop-off</b></li> <li>- Accessory development to any use listed in subsection 8.6.2(b)</li> </ul>

<ul style="list-style-type: none"> <li>- Place of worship</li> <li>- <b>Sign, Electronic Message</b></li> <li>- Portable Sign</li> <li>- Projecting Sign</li> <li>- Public Facility</li> <li>- Accessory development to any use listed in subsection 8.6.2(a)</li> </ul>	
--	--

### 8.6.3 PS Site Subdivision Regulations

	Interior or Corner Site
a) Site Area	At the discretion of the Development Authority
b) Site Width	At the discretion of the Development Authority
c) Site Depth	At the discretion of the Development Authority

### 8.6.4 PS Site Development Regulations

	Interior Site	Corner Site
a) Front Yard Setback	6.0m (19.7ft) minimum	Front: 6.0m (19.7ft) minimum  Flanking: at the discretion of the Development Authority
b) Rear Yard Setback	8.0m (26.2ft) minimum	
c) Side Yard Setback	3.0m (9.8ft) minimum	
d) Building Height	14.0m (45.9ft) maximum for a principal building  30.0m (98.4ft) for towers or structural components of buildings not intended for human occupation	
e) Site Coverage	60% maximum	

### 8.6.5 Additional Development Regulations for PS

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Sections 8.1 to 8.4 of Part 8 – Institutional Land Use Districts, Part 11 - Parking and Loading, and Part 12 – Signs; and
- (b) The Development Authority may modify the parking standards for development in the PS – Public Service District set out in Part 11 - Parking and Loading.

## 8.10 SH - Seniors Housing (Site Specific Zoning for Turner Lodge Property)

### 8.10.1 Purpose

The purpose of this site specific zoning is to provide for Seniors Housing and supportive uses on a portion of City owned lands known as the Old Health Care Centre site. Flexibility in seniors housing is encouraged to provide for all levels of housing including, but not limited to, independent and assisted living. Sustainable site and building design and construction (i.e. LEED) will be encouraged in support of sustainable redevelopment of the surrounding lands within the Old Health Centre Site Redevelopment Plan.

#### 8.10.2 Area of Application

Portion of Lot A, Plan 911NY and a portion of Lot 8, Block 21, Plan 6180NY, located to the north of 94 Avenue between 99 Avenue and 95 Street. The site contains approximately 1.83ha (4.5 acres) of land.

#### 8.10.3 SH Permitted and Discretionary Uses

(a)SH Permitted Uses	(b) SH Discretionary Uses
<ul style="list-style-type: none"> <li>- Assisted Living Facility</li> <li>- Day Care Facility</li> <li>- Portable Sign</li> <li>- Accessory development to any use listed in subsection 8.10.2(a)</li> </ul>	<ul style="list-style-type: none"> <li>- Electronic Message Sign</li> <li>- Projecting Sign</li> <li>- Retail Store (convenience)</li> <li>- <b>Personal Service</b></li> <li>- Facia Sign</li> <li>- <sup>1</sup>Accessory development to any use listed in subsection 8.10.2(b)</li> </ul>

#### 8.10.4 SH Setbacks to External Properties or Public Roadways

	Interior or Corner Site
a) Front Yard Setback	30.6m (100.4ft) maximum
b) Rear Yard Setback	3.0m (9.8ft) minimum
c) Side Yard Setback	3.0m (9.8ft) minimum adjacent to the west site boundary 5.9m (19.4ft) maximum adjacent to 95 Street

#### 8.10.5 SH Building Height

The maximum building height shall be four storeys not to exceed 18.3m (60.0ft) to provide flexibility for roof designs.

#### 8.10.6 Additional Development Regulations

- (a) All developments and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for All Land Use Districts and Sections 9.1 to 9.5 of Part 9 – Direct Control Land Use Districts; and

---

<sup>1</sup> C19-15

- (b) Parking shall be, where possible, located to the rear or side of the principal building when viewed from the public roadway and shall be located to the satisfaction of the Development Authority.

#### 8.10.7 SH Landscaping and Amenity Area

- (a) The minimum landscaped area shall be 20% of the site and shall be subject to applicable provisions under Section 8.3 – Landscaping Requirements for Institutional Land Uses of this Bylaw; and
- (b) Rooftop gardens shall be considered landscaped area.

#### 8.10.8 SH Parking

- (a) Parking for the residential care facility shall be a minimum of:
  - i. 1 stall per 2 units plus; and
  - ii. A minimum of 10 spaces for staff parking
- (b) <sup>1</sup>10 Visitor parking spaces for the site shall be provided off-street.

---

<sup>1</sup> C19-15

## **Part 9 – Direct Control Land Use Districts**

### **9.13 DC(A)-08 DIRECT CONTROL- 99<sup>th</sup> AVENUE RESIDENTIAL MIXED USE CENTRE**

#### **9.13.1 Purpose**

This District is intended for the development of a residential mixed use centre. Residential apartment developments can include neighbourhood level commercial and retail uses.

#### **9.13.2 Area of Application**

This Direct Control District applies to Lots: 17-18, Block: 22, Plan: 1523644, as shown in Figure 9.13.

#### **9.13.3 DC(A)-08 Permitted and Discretionary Uses:**

<b>(a) DC(A)-08 Permitted</b>	<b>(b) DC(A)-08 Discretionary</b>
<ul style="list-style-type: none"><li>- Apartment Dwelling</li><li>- Assisted Living Facility</li><li>- Assisted Living Facility (Limited)</li><li>- Day Care Facility</li><li>- Eating &amp; Drinking Establishment (Limited)</li><li>- Home Office</li><li>- Parking Facility</li><li>- Personal Service</li><li>- Professional, Financial and Office Service</li><li>- Retail Store (Convenience)</li><li>- Retail Store (General)</li><li>- Sign, Fascia</li><li>- Sign, Identification</li><li>- Sign, Projecting</li><li>- Temporary Sales Centre</li></ul>	<ul style="list-style-type: none"><li>- Community Garden</li><li>- Day Care Facility (limited) *</li><li>- Eating &amp; Drinking Establishment</li><li>- Eating &amp; Drinking Establishment (Outdoor)</li><li>- Health Services</li><li>- Home Business**</li><li>- Live Work Unit***</li><li>- Multi-attached Dwelling</li><li>- Show Home</li><li>- Sign, Freestanding</li><li>- Accessory Development to those uses listed in 5.24.2 (b)</li></ul>

\* Day care facility (limited) may not occur within ~~a dwelling unit~~. **an apartment dwelling.**

\*\* Home business uses may not occur within ~~a dwelling unit~~. **an apartment dwelling.**

\*\*\* Live work unit may not occur within an apartment dwelling.

#### **9.13.4 RMH Site Subdivision Regulations for Apartment Dwellings**

	<b>Interior or Corner Site</b>
<b>a) Site Area</b>	1,360.0m <sup>2</sup> (14,638.9ft <sup>2</sup> ) minimum
<b>b) Site Width</b>	40.0m (130.2ft) minimum
<b>c) Site Depth</b>	34.0m (111.5ft) minimum

#### 9.13.5 DC(A)-08 Site Development Regulations for Apartment Dwellings\*\*

	Interior Site	Corner Site	
a) Front Yard Setback	7.0m (23.0ft) minimum	Front	7.0m (23.0ft) minimum
		Flanking	6.0m (19.7ft) minimum
b) Rear Yard Setback	7.0m (23.0ft) minimum		
c) Side Yard Setback	6.0m (19.7ft) minimum		
d) Principal Building Height	12 storeys not to exceed 40.0m (131.2ft) maximum. Buildings over four storeys shall provide appropriate transitions in height, scale and massing to adjacent sites as per figure 9.13a		
e) Site Coverage	60% maximum for all buildings and structures		
f) Density	A minimum of 70 dwelling units per net development hectare		

\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 9.13.6 DC(A)-08 Site Subdivision Regulations for Multi-Attached Dwellings

	Internal Unit	External Unit
a) Site Area	207.0m <sup>2</sup> (2,218.1ft <sup>2</sup> ) minimum	360.0m <sup>2</sup> (3,875.0ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum	10.6m (34.8ft) minimum
c) Site Depth	34.0m (111.5ft) minimum	

#### 9.13.7 DC(A)-08 Site Development Regulations for Multi-Attached Dwellings\*\*

	Interior or Corner Site	
a) Front Yard Setback	Front Yard	3.0m (9.8ft) minimum with a lane 4.5m (14.8ft) maximum with a lane 6.0m (19.6ft) minimum without a lane 7.0m (23.0ft) maximum without a lane
	Flanking Yard	3.0m (9.8ft) minimum on a corner site 4.5m (14.8ft) maximum on a corner site
b) Rear Yard Setback	8.0m (26.2ft) minimum	
c) Side Yard Setback	1.5m (4.9ft) minimum	
d) Principal Building Height	Three storey not to exceed 11.0m (36.1ft) maximum. A maximum differential of one storey shall be allowed between adjacent sites.	
e) Site Coverage	60% maximum	
f) Density	A minimum of 70 dwelling units per net developable hectare	

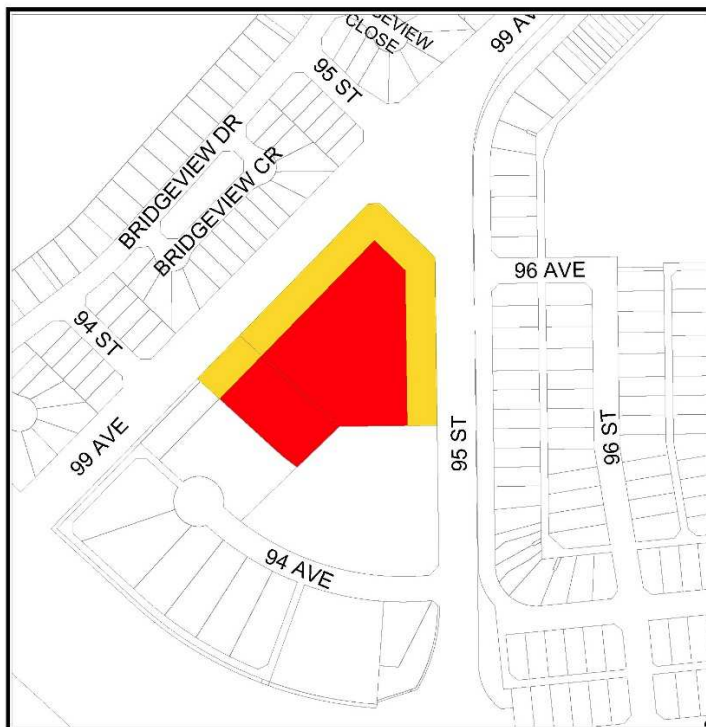
\*\* Internal site setbacks for condominium sites may be reduced and shall be determined at the discretion of the Development Authority.

#### 9.13.8 Building Height Transition

The following regulations are intended to ensure buildings are of a proportionate scale with the street and respect building heights of surrounding land uses.

- (a) No buildings above 4 storeys in height should be fronting 99 Avenue and 95 Street, as per Figure 9.13.a

Figure 9.13a: Maximum Building Heights



 **4 Storeys Maximum Height**

 **12 Storeys Maximum Height**

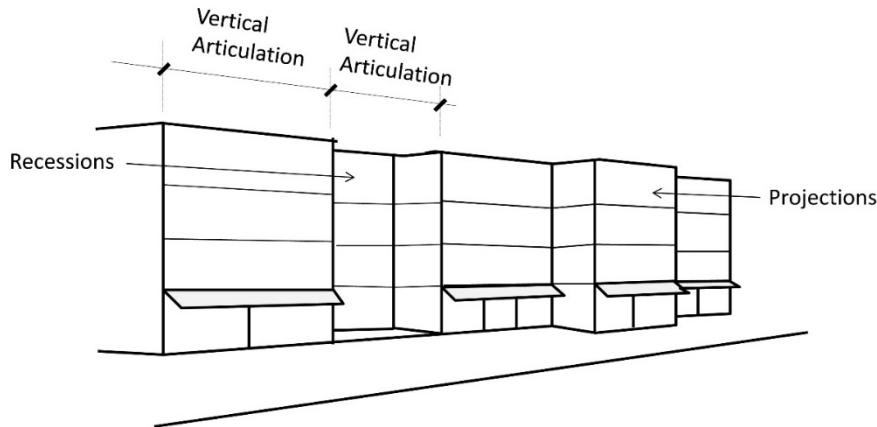
#### 9.13.9 Building Massing and Architectural Character

The following regulations are intended to ensure buildings contribute to a sense of place by providing visual interest along the street level, interesting building forms, and human scale dimensions.

- a) The use of stepbacks are encouraged for the upper storeys of buildings over 4 storeys.

- b) Vertical articulations in the streetwall fronting public roads using a variety of colours, materials, projections as well as recessions in the building façade are encouraged, as per Figure 9.13b.

Figure 9.13b: Vertical Articulation and Building Entrances



#### 9.13.10 Building Façade Treatment

The following regulations are intended to ensure quality materials and finishes are used for buildings

- (a) Brick, masonry, and stone features are encouraged on the ground storey and building entrances. Stucco and siding can be considered for the balance of the building.

#### 9.13.11 Development Regulations for Commercial Uses

The intent of the following regulations are to guide commercial uses for mixed use development.

- (c) Non-residential listed uses shall:
- iii. Not be permitted as a freestanding use in a stand-alone building;
  - iv. Limited to the first storey of apartment buildings; and
  - v. Shall have separate access at grade from residential uses.

#### 9.13.12 Parking, Parkades, and Accesses,

- (h) Surface parking should be located to the rear or side of buildings.
- (i) Where possible, vehicular entrances to underground parking facilities should be provided from the rear of buildings.



- (j) Lighting for parking facilities shall not project onto neighbouring properties.

#### 9.13.13 Additional Regulations

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 5 - Residential Land Use Districts – General Regulations, Part 11 - Parking and Loading, and Part 12 – Signs.
- (b) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood.

### **Part 11 – Parking and Loading**

#### 11.2 Minimum Parking Requirements

- 11.2.1 The minimum required number of vehicle parking spaces for a use shall be as set out in Tables 11.1, 11.2, 11.3, 11.4 and 11.5.
- 11.2.2 Where the calculation of the required number of parking spaces results in a fraction, the next higher number shall apply.
- 11.2.3 Where a proposed development does not directly correlate with the land uses listed in this Section, the Development Authority shall determine a specific number of required parking spaces, having regard to requirements for similar uses provided herein.
- 11.2.4 Visitor parking for multi-unit residential developments shall be made readily accessible and available for visitors to the development, to the satisfaction of the Development Authority.
- 11.2.5 Designated parking spaces for persons with physical disabilities shall be provided in accordance with appropriate provisions of ~~the Alberta Safety Codes Act, Alberta Building Code or~~ any other Provincial or Federal requirement and shall be included as part of, and not in addition to, the applicable minimum parking requirements.
- 11.2.6 Designated parking spaces for persons with physical disabilities shall be located as close as possible to wheelchair ramps, walkways and entrances. Parking spaces shall not be located within a wheelchair ramp access area.
- 11.2.7 Small car parking spaces may be permitted, provided that:

- (a) Small car parking spaces shall comprise a maximum of 20% of required parking for development in all Land Use Districts except for the R1 – Large Lot Residential District, R2 – Medium Lot Residential District, R3 – Small Lot Residential District, R4 – Lane Lot Residential District, R5 – Semi-Detached and Duplex Residential District, RE – Residential Estate Lot District, and RC – Comprehensively Planned Residential District;
- (b) All small car parking spaces shall be clearly designated with signs reading: “Small car parking only”; and
- (c) All small car parking spaces shall be a minimum of 2.4m (7.9ft) by 5.0m (16.4ft).

11.2.8 The Development Authority may consider a reduction in the total amount of parking required for a development where a mix of uses creates staggered peak periods of parking demand. ~~The Development Authority may consider the preliminary shared use parking framework in Appendix E to determine an overall site peak parking requirement. Shared parking may be considered for retail, office, institutional and entertainment uses but~~ In no case shall shared parking include the parking required for residential uses, except in the Downtown Districts.

Table 11b: Minimum Parking Requirements for Commercial Uses

Land Use Class	Minimum Number of Parking Spaces
<b>Business support service</b>	<b>2.2 per 100m<sup>2</sup> (1076ft<sup>2</sup>) of GFA</b>
Commercial school	3 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA for students plus 2.8 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA of administrative area, to a minimum of 5, for staff
Day care facility	1 per 2 employees plus 10 for patrons
Eating and drinking establishment, eating and drinking establishment (limited) and eating and drinking establishment (outdoor)	1 for every 4 seats for customers plus 1 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA for staff, providing a minimum of 5 for staff
Entertainment facility (indoor and outdoor)	10 per 100m <sup>2</sup> (1,076 ft <sup>2</sup> ) of GFA for customers and staff
Health Services	1 space per 45m <sup>2</sup> (484 ft <sup>2</sup> ) of GFA
Hotel, motel	1 per room for occupants, plus 1 per 10 rooms to a minimum of 5, for staff
Kennel	2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA for customers (does not include kennelling area), plus 2 for staff
Personal service	2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA for customers and staff plus 7.5 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA of reception area (where applicable) for customers

Pet care service	Where GFA is less than 2,000 m <sup>2</sup> (21,528ft <sup>2</sup> ), 2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	Where GFA is between 2,000m <sup>2</sup> (21,528ft <sup>2</sup> ) and 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 3.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	Where GFA is greater than 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 4.3 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
Professional, financial and office service	2 per 100m <sup>2</sup> (1,076 ft <sup>2</sup> ) of GFA for customers plus 1 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA <del>to a minimum of 5,</del> for staff
Recreation facility, indoor	1 for every 5 seats for uses with fixed seating or 1 per 10m <sup>2</sup> (108ft <sup>2</sup> ) of GFA for uses without fixed seating Notwithstanding the above, the Development Authority may require additional or different parking requirements based on the individual characteristics or components of the recreation facility
Recreation facility, outdoor	At the discretion of the Development Authority
Retail store (convenience), (general), and (liquor)	Where GFA is less than 2,000 m <sup>2</sup> (21,528ft <sup>2</sup> ), 2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
Retail store (convenience), (general), and (liquor) Service station Service station (limited)	Where GFA is between 2,000m <sup>2</sup> (21,528ft <sup>2</sup> ) and 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 3.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	Where GFA is greater than 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 4.3 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	(Deleted)
Vehicle oriented service	1 per employee on shift plus a minimum of 5 for customers
Vehicle repair facility Vehicle repair facility (limited)	1 per 2 employees plus 2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA

Land Use Class	Minimum Number of Parking Spaces
Vehicle sales, leasing and rental facility, vehicle sales, leasing and rental Facility (limited)	2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
Veterinary clinic	2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
Warehouse sales	Where GFA is less than 2,000m <sup>2</sup> (21,528ft <sup>2</sup> ), 2.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	Where GFA is between 2,000m <sup>2</sup> (21,528ft <sup>2</sup> ) and 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 3.2 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA
	Where GFA is greater than 20,000m <sup>2</sup> (215,278ft <sup>2</sup> ), 4.3 per 100m <sup>2</sup> (1,076ft <sup>2</sup> ) of GFA

### 11.3 General Parking Regulations for Downtown

11.3.1 Unless otherwise specified in the Land Use District, structured parking facilities shall generally be provided at locations internal to the site. If such parking facilities are located fronting a public roadway, then the following design considerations shall be utilized:

- (a) Ground floor shall include retail uses positioned adjacent to the public realm with multiple entrances;
- (b) Entrance to the parking facility shall be designed with special architectural treatment to maintain the integrity of retail frontage; and
- (c) The façade of the upper storeys of the parking facility shall be designed to reflect residential or commercial building character.

11.3.2 All surface parking lots shall be developed in accordance with the general standards Section 11 of the Land Use Bylaw. In addition the following regulations shall apply:

- (a) All surface parking lots shall be hard surfaced.

11.3.3 The Development Authority may consider granting additional Floor Area Ratio, if the applicant agrees to provide underground parking stalls to meet all parking requirements of the project. The applicant will be required to provide appropriate parking for the original and additional Floor Area Ratio in accordance with parking standards established within this Bylaw.

11.3.4 The Development Authority may consider a reduction in the total amount of parking required for a development where a mix of uses creates staggered peak periods of parking demand. The Development Authority may consider the preliminary shared use parking framework in Appendix E to determine an overall site peak parking requirement.

11.3.5 Notwithstanding 11.3.4 above, authorization to share parking spaces may only be granted by the Development Authority in the following circumstances:

- (a) The development sites are within 100.0m (328.0ft) of each other;
- (b) The demand for parking spaces generated by each development or use is not likely to occur at the same time; and
- (c) An agreement is signed between the owners of the sites that are sharing the parking spaces for a period of not less than 10 years, and the agreement is registered on the Titles of the properties that are subject to the agreement.

11.3.6 Developments within the Downtown Districts shall be subject to the parking requirements established in Table 11e.

~~11.3.7 Landscaping for parking areas shall include one tree for each 35.0m<sup>2</sup> (376.7ft<sup>2</sup>) of required landscaping and one shrub for each 15.0m<sup>2</sup> (161.5ft<sup>2</sup>) of required landscaping.~~

## 11.6 Parking and Loading Requirements for Residential Land Uses

11.6.1 All parking and loading spaces required by this Bylaw for residential purposes, including all manoeuvring aisles and driveways shall be:

(a) For single detached, semi-detached and duplex dwellings:

- i. Located on the same site as the use requiring them;
- ii. Hard surfaced prior to occupancy;
- iii. Where vehicular access is via a public roadway or lane, provided to the rear or side of the principal building;
- iv. Where there is no lane present, provided to the rear, side or front of the principal dwelling; and
- v. Where vehicular access is via the front only, one side yard shall be a minimum of 3.0m (10.5ft) in width to accommodate a driveway for vehicular access to the rear of the property, except where an attached garage is provided.

(b) For multi-attached and apartment dwellings:

- i. Paved prior to occupancy;
- ii. Bordered and separated from adjacent areas with concrete curbing; and
- iii. Not located within the required front yard setback area of a site.

11.6.2 In the event that seasonal conditions prevent the completion of paving in accordance with this Bylaw:

- (a) The parking and loading areas shall be compacted and maintained in a manner that allows reasonable access by emergency vehicles. In addition, the paving shall be completed within the construction season of the following year; and
- (b) The owner/applicant shall be required to provide a Security Deposit to guarantee the completion of the paving in accordance with this Bylaw.

11.6.3 Parking stalls provided inside a garage or carport shall have the following minimum dimensions:

- (a) 3.1 m (10.2 ft) in width by 6.0 m (19.7 ft) in depth for a single garage or carport; or, 3.4m (11.2ft) in width by 6.3m (20.7ft) in depth for the exterior of a single garage or carport; and
- (b) 2.9 m (9.5 ft) in width by 6.0 m (19.7 ft) in depth for each stall within a double garage or carport, or 6.1m (20.0ft) in width by 6.3m (20.7ft) in depth for the exterior of a double garage or carport.

11.6.4 Hard surfaced parking pads intended to accommodate a garage in the future shall accommodate the minimum dimensions noted in Section 11.4.3 above.

11.6.5 For single detached, ~~and~~ semi-detached dwellings and secondary suite dwellings, parking stall dimensions for stalls not inside a garage or carport and not on a parking pad intended to accommodate a future garage shall be 2.75 m (9.0 ft) in width by 5.8 m (19 ft) in depth.

## 11.8 Parking and Loading for Non-Residential Uses

11.8.1 At the discretion of the Development Authority, some or all of the parking required pursuant to this Bylaw for a non-residential use may be provided on a site different than the site of the development for which it is required, provided that there is no more than 100.0m (328.0ft) between the off-site parking site and the development site.

11.8.2 Off-site parking spaces provided pursuant to Subsection 11.6.1 above shall be:

- (a) Located in a Land Use District that allows for parking Facilities;
- (b) Subject to a Restrictive Covenant registered on the Title to the off-site parking site, which specifies that the parking is to be provided for use of the related development site;
- (c) Used primarily for staff and overflow parking, where a portion of the parking is provided on the development site; and
- (d) Connected to the development site by a public walkway.

11.8.3 Except in the IL – Light Industrial District, IM – Medium Industrial District, ~~and~~ IH – Heavy Industrial District and PR – Parks and Recreation District, parking and loading spaces required by this Bylaw for non-residential uses, including maneuvering aisles and driveways shall be:

- (a) Paved prior to occupancy or commencement of the use; and
- (b) Bordered and separated from adjacent areas with concrete curbing.

11.8.4 Access to and egress from an unpaved area of an IL – Light Industrial District, IM – Medium Industrial District or IH – Heavy Industrial District site directly accessible from a public roadway shall have hard surfacing equal to the width of

the access/egress and 15.0m (49.2ft) in depth within the site. In addition, the off-site portion of the access/egress shall be hard surfaced to the satisfaction of the City.

## **Part 12 – Signs**

### **12.1 General Sign Regulations**

- 12.1.1 No person shall erect, develop, paint, enlarge, relocate or alter any sign, except as otherwise provided for in this Bylaw without first obtaining a Development Permit.
- 12.1.2 The placement of a sign shall not require the removal or destruction of trees, shrubbery or other landscaping. If trees, shrubbery or other landscaping is removed in order to place a sign, the removed landscaping shall be replaced with similar landscaping elsewhere on the site to the satisfaction of the Development Authority.
- 12.1.3 No sign shall be affixed to any public or private structure without the owner's permission.
- 12.1.4 To the extent reasonably feasible, any permitted sign shall be placed so as not to obstruct or impair vision, or hinder or interfere with pedestrian or vehicular traffic on abutting roads or walkways.
- 12.1.5 All sign structures shall be securely built, constructed and erected to conform to the standards set forth in this Bylaw. ~~and the Alberta Safety Codes Act~~
- 12.1.6 No sign shall be erected, operated, used or maintained that:
  - (a) Due to its position, shape, colour, format or illumination obstructs the view of, or could be confused with, an official traffic sign, signal or device, as determined by the Development Authority in consultation with the Transportation Department;
  - (b) Displays lights resembling the flashing lights usually associated with danger or those by police, fire, ambulance and other emergency vehicles; and
  - (c) Uses spots or reflector lights directed at on-coming traffic or displays travelling or flashing messages that, in the opinion of the Development Authority, create a hazard to traffic on a public roadway from which the sign is visible.
- 12.1.7 For all Development Permit applications for signs, the Development Authority shall have regard for the scale and architectural character of the building and the land use characteristics of the surrounding development. The Development Authority shall refuse any Development Permit application for a sign that may adversely impact the amenities or character of the adjacent development.

~~12.1.8 The Development Authority shall not approve an application for any sign for a business that does not have a valid Business License to operate in the City of Fort Saskatchewan.~~

12.1.9 When a sign cannot be clearly categorized as one of the sign types defined in this Bylaw, the Development Authority shall determine the sign type and applicable standards.

12.1.10 The Development Authority may attach conditions to a Development Permit for a sign to ensure compliance with the regulations of this Bylaw and to mitigate any effect that a sign may have on surrounding properties. Conditions may relate to the duration that a Permit is valid, the landscaping associated with a sign, the maximum size of a sign, the appearance of a sign, the lighting of a sign, and may require applicants to at any time mitigate safety concerns identified by the City near traffic conflict points.

~~12.1.11 Signs shall not contain statements, words or pictures that are undesirable, offensive, or contrary to the amenities of the neighbourhood in which they are located. The sign owner shall be responsible to remove the copy of any sign deemed to be inappropriate or offensive by the City or be subject to the cancellation of the Development Permit for the sign.~~

12.1.12 To the extent reasonably feasible, all structural features of a sign shall be covered or finished to the satisfaction of the Development Authority.

~~12.1.13 The City may remove any sign located on public property that does not comply with this Bylaw.~~

## 12.7 Electronic Message Signs

12.7.1 An Electronic Message sign shall not be located within a Residential Land Use District and shall not be located within 30.5m (100.0ft) of a residential land use.

12.7.2 An Electronic Message sign shall not be located within 300.0m (984.3ft) from any other Electronic Message sign facing the same oncoming traffic.

12.7.3 The maximum period for which an Electronic Message sign Development Permit may be issued shall be three years, upon which re-assessment and a new Permit approval shall be obtained.

12.7.4 Electronic Message signs shall be located such that the sign does not obscure a driver decision point. The Development Authority and Transportation Department shall be satisfied that an Electronic Message sign:

- (a) Shall not physically obstruct the sightlines or view of a traffic control device or traffic control signal for oncoming vehicular traffic;
- (b) Shall not be located in the field of view near or past a traffic control device or traffic control signal in the sightlines of oncoming vehicular traffic;



- (c) Shall not be located in the field of view near or past other traffic conflict points such as intersections, merge points, exit ramps, or curved roadways; and
  - (d) Shall not include illumination that may compete with or dull the contrast of a traffic control device or traffic control signal for oncoming vehicular traffic.
- 12.7.5 Electronic Message signs shall not face a residential use or a Natural Conservation area and shall only be located or constructed such that illumination from the sign does not project onto any surrounding residential land uses or Natural Conservation Areas, to the satisfaction of the Development Authority.
- 12.7.6 An Electronic Message sign located adjacent to a residential use or a Natural Conservation area shall be turned off between the hours of 11:00 p.m. and 6:00 a.m. on weekdays and between 11:00 p.m. and 7:00 a.m. on weekends.
- 12.7.7 An Electronic Message sign shall not be located on, or attached to, a roof of a building.
- 12.7.8 The design and character of an Electronic Message sign on any site shall be to the satisfaction of the Development Authority who may take into consideration any of the following aspects:
  - (a) Compatibility with the general architectural character and theme of the area; and
  - (b) Streetscape improvements.
- 12.7.9 The Development Authority may require application revisions to mitigate the impact of a proposed Electronic Message sign, and may refuse a Permit that adversely impacts the surrounding area.
- 12.7.10 The electrical power supply to an Electronic Message sign shall be provided underground unless otherwise allowed by the Development Authority.
- 12.7.11 Photovoltaic cells, solar panels or solar collectors and ancillary equipment may be part of the sign structure in order to provide electrical power solely to the copy area. Photovoltaic cells, solar panels or solar collectors and ancillary equipment may extend above the maximum sign height to the satisfaction of the Development Authority. It shall be demonstrated by the applicant that the additional height is required to achieve sufficient solar exposure to provide electrical power to the sign.
- 12.7.12 Digital displays on Electronic Message signs shall comply with the following:
  - (a) Copy shall be static and remain in place for a minimum of six seconds before switching to a new or the next copy;
  - (b) The maximum transition time between each digital copy shall not exceed 0.25 seconds;

- (c) Transitions between each digital copy shall not involve any visible effects, including but not limited to: action, motion, fading in or out, dissolving, blinking, intermittent or flashing light or the illusion of such effects;
- (d) Copy shall not be shown on the digital display using full motion video, movies, Motion Picture Experts Group (MPEG) or any other non-static digital format and the copy shall not be displayed using any visual effects, including but not limited to: action, motion, fading in or out, dissolving, blinking, intermittent or flashing light or the illusion of such effects;
- (e) Copy shall not be shown in a manner that requires the copy to be viewed or read over a series of sequential copy messages on a single digital display, or sequenced on multiple digital displays;
- (f) The sign owner shall ensure that while the sign is in operation with the ambient light sensor, that the light output for the digital display shall be set to operate and not exceed the following levels at all times the sign is operating when measured from the sign Face at its maximum brightness:
  - i. A maximum of 7,500 nits from sunrise to sunset, at those times determined by the National Research Council of Canada (sunrise/sunset calculator);
  - ii. A maximum of 500 nits from sunset to sunrise at those times determined by the National Research Council of Canada (sunrise/sunset calculator); and
  - iii. The sign shall not increase light levels above around the digital display by more than 5.0 LUX above the ambient light level;
- (g) At any time, should the Development Authority determine that the brightness of the sign should exceed those limits set out in Section 12.7.10(f), the sign owner shall change the brightness as directed by the Development Authority;
- (h) If any component on the sign fails or malfunctions in any way and fails to operate as indicated on the approved Development Permit plans, the sign owner shall ensure that the sign is turned off until all components are fixed and operating as required; and
- (i) The sign owner shall provide a name and telephone contact information of a person having access to the technology controls for the sign, who can be contacted 24 hours a day in the event that the sign malfunctions.

12.7.13 An electronic message sign shall not project beyond the property upon which the sign is located. The sign shall be wholly situated upon the site that is subject to the advertising displayed on the sign, and the sign shall not be located within

1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site and not within 5.0m (16.4ft) from a corner intersection.

12.7.14 The maximum height of an electronic message sign shall be 7.9 m (26 ft). The Development Authority may allow an electronic message sign up to 10.0 m (32.8 ft) in height if a Residential District is not within 60.0 m from the Sign location;

12.7.15 The maximum allowable copy area for an electronic message sign shall not exceed 32.5 m<sup>2</sup> (350 ft<sup>2</sup>).

12.7.16 The height of an electronic message sign shall be measured from the finished grade at the base of the sign column to the uppermost part of the sign. Superficial ornamentation, trim, column or column covers or symbol-type appendages that are non-message bearing shall not be included in determining the height of the sign.

12.7.17 More than one electronic message sign may be permitted per site, provided that they are placed no closer than 90.0m (295.3ft) apart, providing they do not face the same oncoming traffic.

12.7.18 For a site with a frontage less than 30.0m (98.4ft), but not less than 15.0m (49.2ft), one electronic message sign, not exceeding 3.0m (9.8ft) in height and not exceeding 3.0m<sup>2</sup> (32.3ft<sup>2</sup>) in area, shall be permitted. An electronic message sign shall not be permitted for a business premise or a site with a frontage of less than 15.0m (49.2ft).

12.7.19 An electronic message sign may be located within a yard that separates a building from an adjacent public roadway.

12.7.20 An electronic message sign shall have a minimum clearance of 1.8m (6.0ft) from grade to the bottom clearance of the sign copy area.

12.7.21 An electronic message sign shall not contain general advertising or the advertising of a product or service offered off-site, except for an electronic message component for the sole benefit of a non-profit society or organization.

## 12.12 Portable Signs

12.12.1 A portable sign shall be wholly located upon the site ~~that is the subject of the advertising displayed on the sign~~, and shall not be located within ~~1.0m (3.3ft)~~ 1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site, or within 5.0m (16.4ft) from a corner intersection.

12.12.2 A portable sign shall not be illuminated and shall not be an Electronic Message sign.

12.12.3 More than one portable sign may be permitted on a site provided that they are placed no closer than ~~90.0m (295.3ft)~~ 50.0m (164.0ft) apart. Two portable signs may be permitted on a corner site, with one on each frontage.

12.12.4 The maximum period for which a portable sign Development Permit may be issued shall be one (1) year, at which time re-assessment and a new Development Permit approval shall be obtained.

12.12.5 Portable signs shall not be permitted within a Residential Land Use District.

12.12.6 A portable sign shall not be fastened to the ground on a permanent foundation.

~~12.12.7 A portable sign shall be wholly situated upon the site that is the subject of the advertising displayed on the sign, and shall not be located within 1.5m (4.9ft) of any property line, or within 3.0m (9.8ft) of any access to the site, or within 5.0m (16.4ft) from a corner intersection.~~

## 12.13 Projecting Signs

12.13.1 A projecting sign shall be attached to the building or structure to which it refers.

12.13.2 Visible means of support for projecting signs shall be designed to visually integrate with the building on which they are located to the satisfaction of the Development Authority. No framework or other supporting devices (guy wires, cables, etc.) shall be visible.

12.13.3 The minimum vertical clearance from the finished grade under the sign to the bottom of a projecting sign shall be 2.4m (8.0ft).

12.13.4 A projecting sign may project a maximum of 1.5m (4.9ft) above the building Façade to which it is attached and shall be set back a minimum of 0.6m (2.0ft) from the back of the curb of a public roadway.

~~12.13.5 Only one projecting sign shall be permitted on a site, except:~~

~~(a) On corner sites where the signs are located on separate frontages; or~~

~~(b) Provided that the projecting signs are located no less than 90.0m (295.3ft) apart.~~

12.13.6 No projecting sign shall project over public property or across Title boundaries unless permission has been given in writing as a condition of a Development Permit.

## 12.16 Signs ~~Located On or~~ Projecting Over Public Property

12.16.1 When application is made for a Development Permit for a sign ~~located on or~~ projecting over public property, the applicant shall file with the City, in a form and in an amount satisfactory to the City, a Public Liability and Property Damage Insurance Policy in favour of the City inclusive in respect of loss sustained by one or more persons or damage to property. The City may require the sign owner to enter into a license of occupation or a lease agreement with the City.

12.16.2 Notwithstanding the issuance of a Development Permit for sign that projects over public property, the City may require the alteration, removal or relocation of the sign if the property upon which it is located is required for any public purpose.

~~12.16.3 Signs on City public roadway rights-of-way may be approved with a size and location determined at the discretion of the Development Authority.~~

~~12.16.4 No signs shall be permitted on the Highway 21 or Highway 15 medians.~~

~~12.16.5 The City may, without notice, remove any sign located on public property that does not comply with this Bylaw. —~~

~~12.16.6 Any sign removed by a Designated Officer shall be delivered to the Public Works Yard where it shall remain until claimed by an individual, business or organization referenced on the sign who shall pay the City's impoundment fee in accordance with the City's Fees and Charges Bylaw, as amended.~~

~~12.16.7 Where an impounded sign is not claimed within 30 days of the sign's removal, the City may dispose of the sign in any manner it deems appropriate.~~

~~12.16.8 A fascia sign may be installed on City buildings or Infrastructure on a temporary basis at the discretion of the Development Authority.~~

~~12.16.9 Portable signs on public property, excluding signs for community or civic projects, trade shows, site specific construction projects, or real estate for sale or lease require a Development Permit.~~

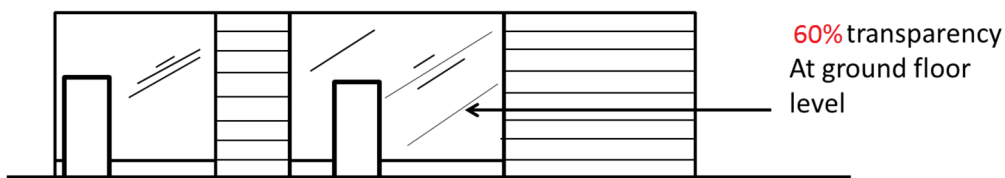
## **Part 13 – Downtown Land Use Districts**

### **13.3.4 Ground Floor Treatment**

The intent of the following regulation is to ensure active street fronts are provided adjacent to pedestrian zones.

- (a) Facade improvements or facades for newly constructed non-residential use buildings with non-residential uses located on the ground floor facing a public street or public area shall provide a minimum of 60% transparency on the ground floor level to encourage pedestrian interaction and safety, as per Figure 13.3a.

**Figure 13.3a: Ground Floor Treatment**



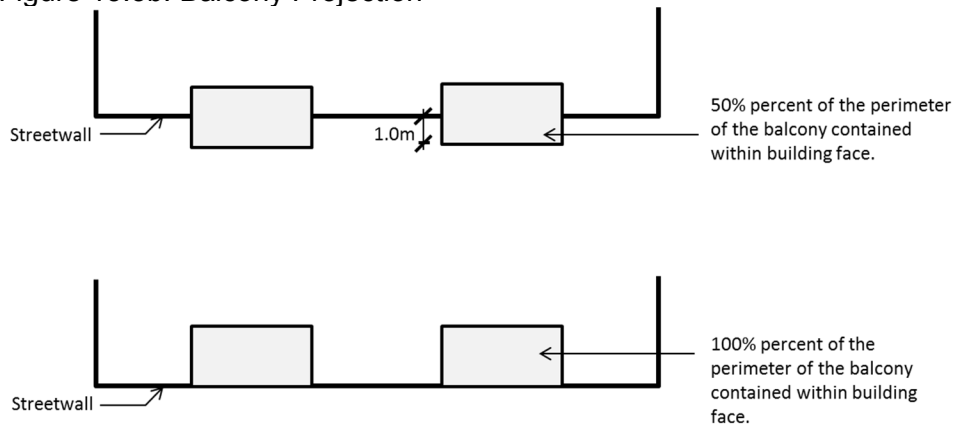
13.3.5 Building entrances are to be visible from adjacent streets, and highlighted through the use of architectural and landscaping devices such as benches, low walls, steps, a variety of paving materials, planting features, architecturally-integrated canopies projecting from the building, architectural lighting, and so forth.

### 13.3.6 Balcony Projections

The intent of the following regulations are to ensure that the projection of balconies positively contribute to the vertical articulation of the streetwall.

- (a) Balconies on the streetwall shall be partly or fully recessed from the building face with approximately 50% of their perimeter contained within the building face as per Figure 13.3b.

Figure 13.3b: Balcony Projection



- (b) Balcony projections may project a maximum of 1.0 m. (3.3ft) beyond the streetwall and shall in no case project beyond the property line.

## 13.7 Landscaping Requirements for Downtown Uses

The following regulations establish specific landscaping standards within all Downtown Districts in order to positively contribute to the public realm.

13.7.1 The front/flanking building setbacks in Downtown Districts with commercial uses at ground floor shall be required to provide hard landscaping. The landscaping design should complement the design of the adjacent public sidewalk to the satisfaction of the Development Authority.

13.7.2 Parking areas may not contain more than 25 contiguous parking spaces without incorporating landscaped traffic islands.

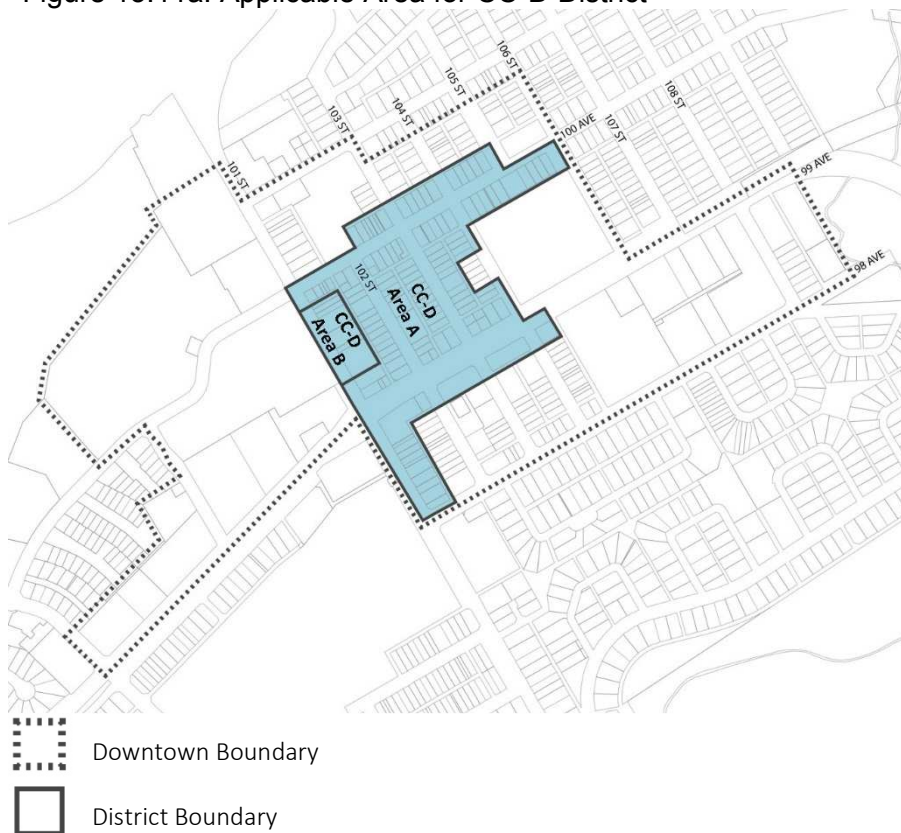
13.7.3 Landscaping buffers between parking, loading and other hard surfaced areas and abutting a residential sites should be a minimum of 6.0 m (19.7ft) in width and include coniferous trees or shrubs, fencing and/or berms in order to interfere with vehicle headlights shining across property lines to the satisfaction of the Development Authority.

13.7.4 If existing mature trees of at least 15.0cm (6.0 inches) or larger in calliper are retained on a development site, they may count as double towards the final number of trees required pursuant to this Bylaw.

13.7.5 The required landscaping shall be at the discretion of the Development Authority.

#### 13.11 CC-D – Core Commercial – Downtown

Figure 13.11a: Applicable Area for CC-D District



### 13.11.1 Purpose

This District is intended to provide mixed use commercial developments in the heart of downtown and enhance its role as a key commercial and business centre within the City. Development in this area, particularly at street level, will be focused on retail, office, eating and drinking establishments, and service uses, with opportunities for residential above the ground floor of buildings. A mix of uses and urban design standards are intended to promote walkability and activity in the downtown core.

### 13.11.2 CC-D Permitted and Discretionary Uses

(a) CC-D Permitted	(b) CC-D Discretionary
<ul style="list-style-type: none"> <li>- Above Ground Floor Dwelling</li> <li>- Assisted Living Facility</li> <li>- Assisted Living Facility (Limited)</li> <li>- Business Support Service*</li> <li>- Commercial School</li> <li>- Day Care Facility**</li> <li>- Eating &amp; Drinking Establishment</li> <li>- Eating &amp; Drinking Establishment (Limited)</li> <li>- Eating &amp; Drinking Establishment (Outdoor)</li> <li>- Health Service</li> <li>- Home Office</li> <li>- Hotel</li> <li>- Indoor Entertainment Facility</li> <li>- Parking Facility</li> <li>- Personal Service</li> <li>- Pet Care Service</li> <li>- Place of Worship</li> <li>- Professional, Financial and Office Service</li> <li>- Public Facility</li> <li>- Retail Store (Convenience)</li> <li>- Retail Store (General)</li> <li>- Retail Store (Liquor)</li> <li>- Seasonal Garden Centre</li> <li>- <del>(Temporary)</del></li> <li>- Show Home</li> <li>- Sign, Channel Letter</li> <li>- Sign, Fascia</li> <li>- Sign, Identification</li> <li>- Sign, Portable</li> <li>- Sign, Projecting</li> <li>- Sign, Specialty Projecting</li> <li>- Veterinary Clinic</li> </ul>	<ul style="list-style-type: none"> <li>- Community Garden</li> <li>- Community Service Facility</li> <li>- Custom Manufacturing Establishment</li> <li>- Emergency Response Service</li> <li>- Funeral Home</li> <li>- Government Service</li> <li>- Indoor Recreation Facility</li> <li>- Live Work Unit</li> <li>- Late Night Club</li> <li>- Outdoor Entertainment Facility</li> <li>- Outdoor Recreation Facility</li> <li>- Pawn Shop</li> <li>- Private Club</li> <li>- Recycling Drop-off</li> <li>- Service Station (Limited)</li> <li>- Sign, Freestanding***</li> <li>- Temporary Outdoor Event</li> <li>- Temporary Sales Centre</li> <li>- Vehicle Repair Facility (Limited)***</li> <li>- Vehicle Wash***</li> <li>- Accessory development to any use listed in subsection 13.11.2(a)(b)</li> </ul>

\* Not permitted on ground floor.



\*\* Not permitted within an 'Above Ground Floor Dwelling'.

\*\*\* Limited to sites adjacent to 99 Avenue.

### 13.11.3 CC-D Site Subdivision Regulations

	Interior or Corner Site	
Site Area	Minimum	150.0m <sup>2</sup> (1,614.6ft <sup>2</sup> )
Site Width	Minimum	5.0m (16.4ft)
Site Depth	Minimum	30.0m (98.4ft)

### 13.11.4 CC-D Site Development Regulations

	Interior or Corner Site	
Front Setback and Flanking Front Setback	Minimum	0.0m (0.0ft) to 2.0m (6.6ft) in order to achieve a continuous pedestrian zone.
	Maximum	3.0m (9.8ft)
Side Setback	Minimum	0.0m (0.0ft) or 2.0m (6.6ft)
Rear Setback	Minimum	0.0m (0.0ft) for sites adjacent a Non-Residential Land Use District.
	Minimum	4.5m (14.8ft) for sites adjacent to a Residential Land Use District.
Site Coverage	Maximum	100%
Floor Area Ratio (FAR)	Maximum	CC-D Area A 4.0
	Maximum	CC-D Area A Residential 3.0
	Maximum	CC-D Area B 4.0
Unit Density	Maximum	CC-D Area A 250 Units/Ha
	Maximum	CC-D Area B 200 units/net residential hectare for sites less than 1500.0m <sup>2</sup> .  350 units/net residential hectare for sites greater than 1500.0m <sup>2</sup> .
Building Height	Maximum	CC-D Area A 4 Storeys (13.5m or 44.3ft)
	Maximum	CC-D Area B 8 Storeys (25.5m or 83.7ft)
Common Amenity Area	Minimum	4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit.

Private Amenity Area	Minimum	3.0m <sup>2</sup> (32.3ft <sup>2</sup> ) per dwelling unit to be provided for balconies.
----------------------	---------	--

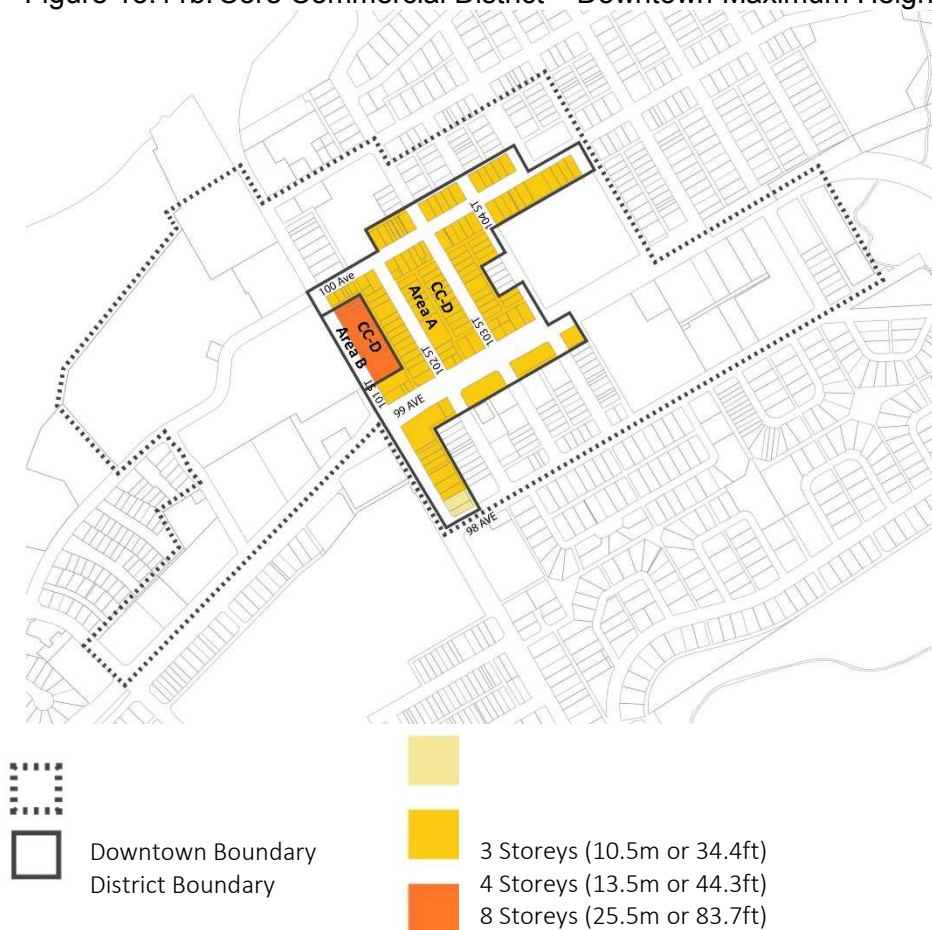
## Built Form Regulations

### 13.11.5 Building Height Limits

The following regulations are intended to ensure buildings are of a proportionate scale with the street and respect building heights of surrounding land uses.

- (a) New development shall be in accordance with the height limits established in Figure 13.11b.

Figure 13.11b: Core Commercial District – Downtown Maximum Height Limits



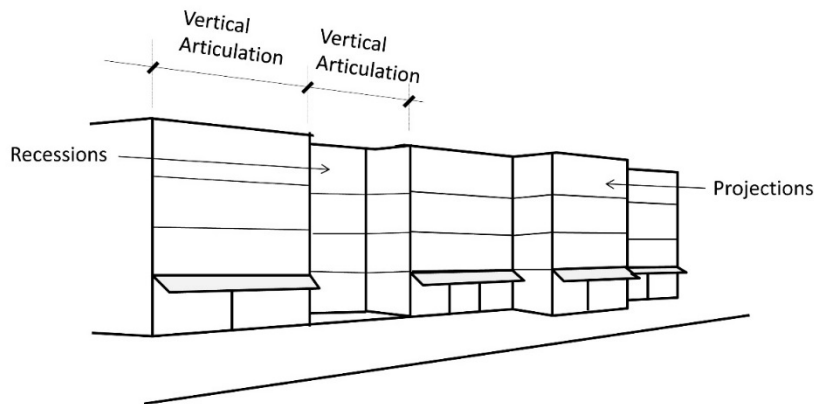
- (b) The maximum parapet height for the top storey shall not exceed 1.5m (4.9ft).
- (c) Vents, mechanical rooms and equipment, elevator penthouses etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building to reduce visibility from street level.

### 13.11.6 Street Character and Pedestrian Realm

The following regulations are intended to ensure buildings relate to human-scale proportions to improve walkability and create a pedestrian orientated character.

- (a) The front setback shall be hard surfaced from the City sidewalk to the front of the building with a consistent treatment and theme to the satisfaction of Development Authority.
- (b) All buildings shall be required to provide a vertical articulation in the streetwall using techniques to create visual interest along the streetface including a variety of colours, materials, projections or recessions in the building facade to avoid monotony, as per Figure 13.11c.

Figure 13.11c: Vertical Articulation and Building Entrances



- (c) Building façades and landscapes fronting 101 Street should include architectural elements that may complement the historic buildings and landscape elements within the Historic Precinct Site.

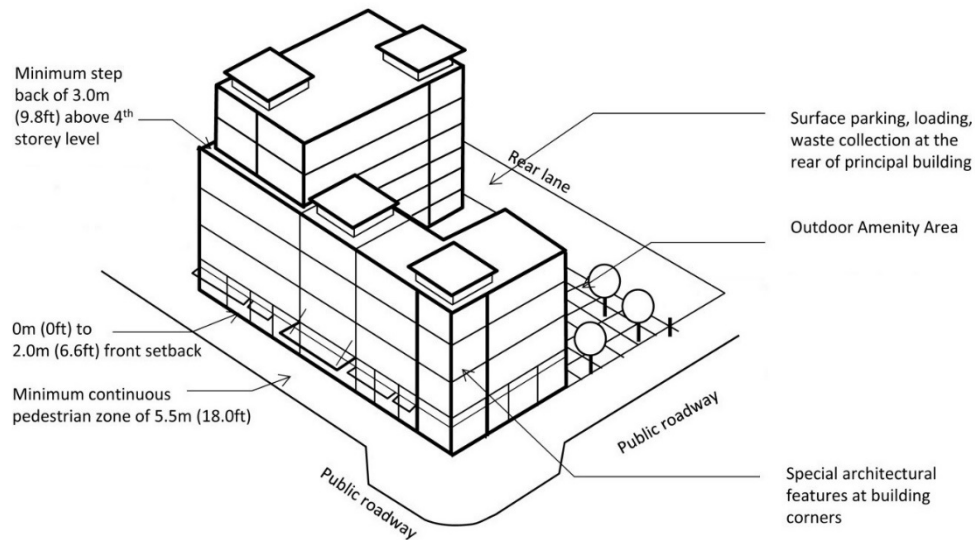
### 13.11.7 Building Massing and Architectural Character

The following regulations are intended to ensure buildings contribute to a sense of place by providing visual interest along the street level, interesting building forms, and human scale dimensions.

- (a) New development or redevelopment at the intersection of the following streets shall incorporate special architectural treatment to establish a sense of arrival to the downtown:
  - i. 99 Avenue and 101 Street.
- (b) The base zone shall be a minimum height of 2 storeys (7.5m or 24.6ft) and a maximum height of 4 storeys (13.5m or 44.3ft)

- (c) For buildings above four storeys, the middle zone shall include any storeys above the base zone and shall provide a minimum stepback of 3.0m (9.8ft) for any façade that faces a public realm, as per Figure 13.11d.
- (d) Buildings located on corner lots shall be designed with expressive massing and architectural features that relate to and enforce the street corner, as per Figure 13.11d.

Figure 13.11d: Building Massing

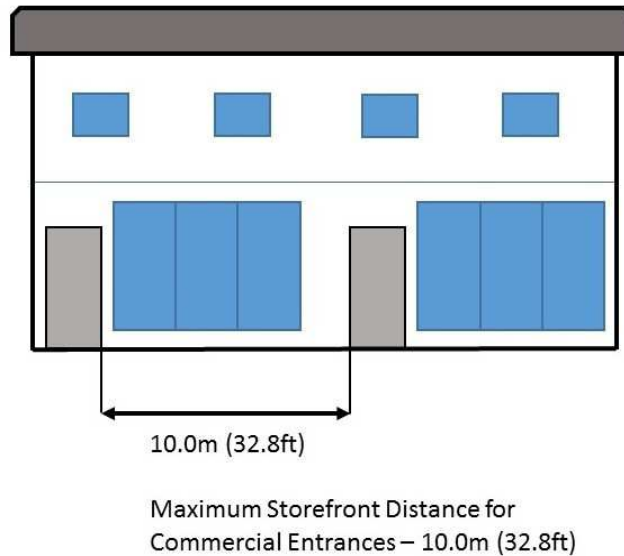


### 13.11.8 Pedestrian Entrances

The following regulations are intended to ensure building entrances are positioned and treated appropriately in order to create visual interest along streets.

- (a) Entrances for non-residential uses should be located with a separation of no more than 10.0m (32.8ft) along building facades fronting public roadway, as per Figure 13.11e.

Figure 13.11e: Maximum Separation Distance for Non-Residential Entrances



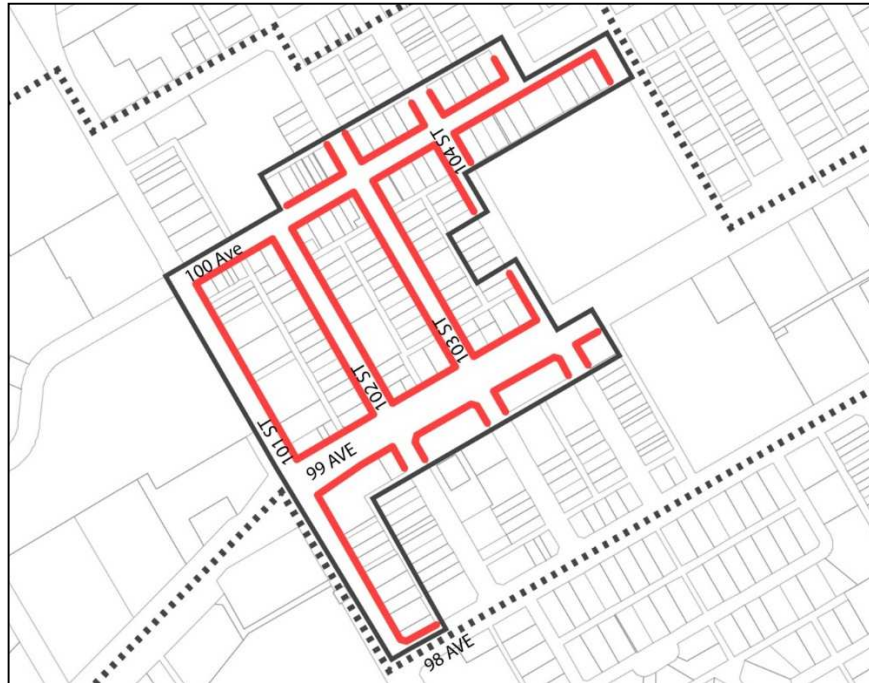
- (b) Ground floor entrances for non-residential uses or a common vestibule to an apartment building shall be level with the grade.
- (c) Ground floor entrances for residential units shall be 1.0m (3.3ft) above grade with a display garden incorporated in the front setback.
- (d) Entrances to non-residential uses at ground floor and residential uses above ground floor should be identifiable from each other through architectural design.

#### 13.11.9 Ground Floor Frontages

The intent of the following regulations is to ensure active street fronts are provided adjacent to pedestrian zones.

- (a) The land uses along ground floors of all buildings in this District shall be in accordance with Figure 13.11f, whereas:
  - i. New residential development shall be required to provide non-residential uses at the ground floor level; and
  - ii. Surface and structure parking areas shall be located behind ground floor uses, or at the rear of the building and screened from the street.

Figure 13.11f: Core Commercial District – Downtown Ground Floor Frontage

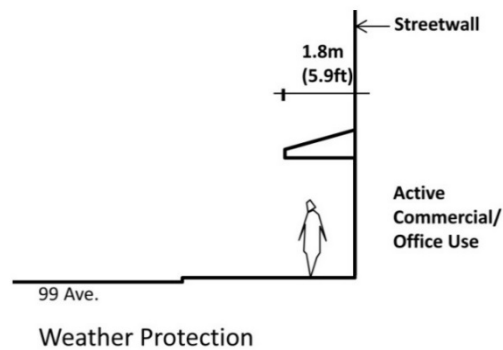


#### 13.11.10 Canopies and Weather Protection

The following regulation is intended to ensure building facades provide appropriate weathering protection to positively contribute to the public realm.

- (a) A continuous weather protection of minimum 1.8 m (5.9ft) width or other means of weather protection at the discretion of the Development Authority shall be encouraged at the ground floor of all building facades fronting 99 Avenue and 100 Avenue, as per Figure 13.11g.

Figure 13.11g: Weather Protection along 99 Avenue

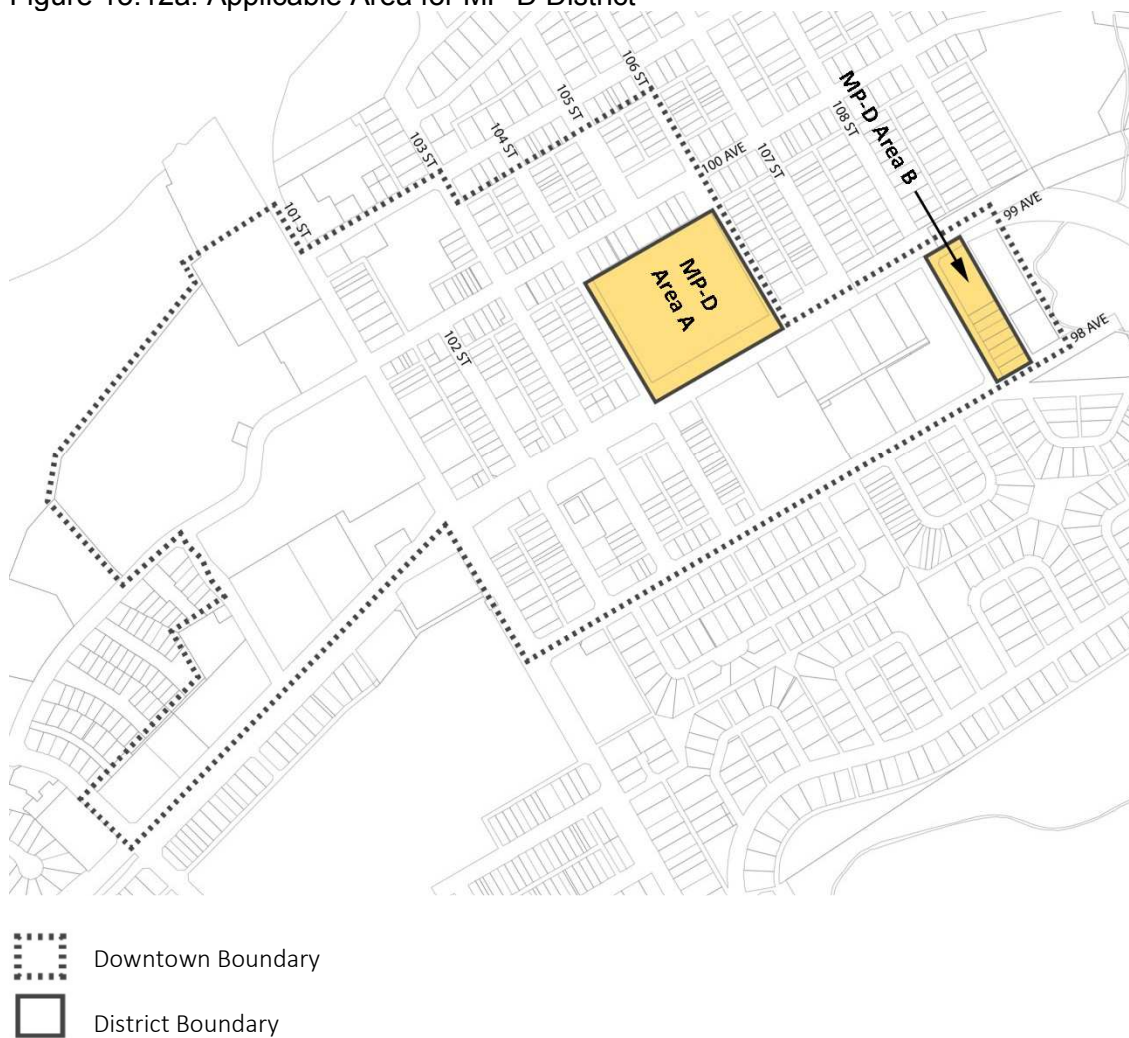


#### 13.11.11 Additional Development Regulations

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 13 - Downtown Land Use Districts – General Regulations, Part 11 - Parking and Loading, and Part 12 – Signs.
- (b) Where lane access is provided, sites shall be designed to use the lane.
- (c) Vehicular access to on-site parking areas of properties that front 99 Avenue, 100 Avenue, 101 Street, 102 Street, 103 Street, 104 Street, 105 Street and 106 Street shall be from rear lanes. Where vehicle access to on-site parking areas from rear lanes is not feasible, the Development Authority may allow access from streets provided the applicant provides additional design features to screen the on-site parking lot from the street.

## 13.12 MP-D – Mall Precinct – Downtown

Figure 13.12a: Applicable Area for MP-D District



### 13.12.1 Purpose

This District is intended to guide redevelopment of MP-D Areas A and B within the downtown and allow for new medium to high density residential, commercial, office, institutional, and mixed use developments. The area is to be integrated with the lands districted C5, south of MP-D Area A and West of MP-D Area B. Higher densities and scales greater than seen elsewhere in Fort Saskatchewan are supported, with high rise buildings accommodated in specific locations provided that the design ensures development relates to the adjacent areas and provides harmonious transitions. Open space and pedestrian connections will be provided to ensure ease of movement to and from the area, and opportunities for recreation. Special emphasis should be given for the creation of a high quality public realm including urban plazas, outdoor amenity areas and interactive streetscapes.



13.12.2 MP-D Permitted and Discretionary Uses

(a) MP-D Permitted	(b) MP-D Discretionary
<ul style="list-style-type: none"> <li>- Above Ground Floor Dwelling</li> <li>- Apartment Dwelling</li> <li>- Assisted Living Facility</li> <li>- Assisted Living Facility (Limited)</li> <li>- Business Support Service</li> <li>- Commercial School</li> <li>- Community Service Facility</li> <li>- Day Care Facility*</li> <li>- Eating &amp; Drinking Establishment</li> <li>- Eating &amp; Drinking Establishment (Limited)</li> <li>- Eating &amp; Drinking Establishment (Outdoor)</li> <li>- Emergency Response Service</li> <li>- Health Service</li> <li>- Home Office</li> <li>- Hotel</li> <li>- Indoor Entertainment Facility</li> <li>- Indoor Recreation Facility</li> <li>- Parking Facility</li> <li>- Personal Service</li> <li>- Place of Worship</li> <li>- Private Club</li> <li>- Professional, Financial and Office Service</li> <li>- Public Facility</li> <li>- Retail Store (Convenience)</li> <li>- Retail Store (General)</li> <li>- Retail Store (Liquor)</li> <li>- Seasonal Garden Centre <del>(Temporary)</del></li> <li>- Show Home</li> <li>- Sign, Channel Letter</li> <li>- Sign, Fascia</li> <li><del>Sign, General Advertising</del></li> <li>- Sign, Identification</li> <li>- Sign, Portable</li> <li>- Sign, Projecting</li> <li>- Sign, Specialty Projecting</li> <li>- Temporary Sales Centre</li> </ul>	<ul style="list-style-type: none"> <li>- Communication Tower (Limited)</li> <li>- Custom Manufacturing Establishment</li> <li>- Government Service</li> <li>- Greenhouse <del>(Permanent)</del></li> <li>- Late Night Club</li> <li>- Live Work Unit</li> <li><del>Minor Impact Utility Service</del></li> <li>- Multi-attached Dwelling</li> <li>- Outdoor Entertainment Facility</li> <li>- Outdoor Recreation Facility</li> <li>- Pawn Shop</li> <li>- Pet Care Service</li> <li>- Sign, Electric Message</li> <li>- Sign, Freestanding</li> <li>- Temporary Outdoor Event</li> <li>- Vehicle Sales, Leasing or Rental Facility</li> <li>- <del>Vehicle Sales, Leasing or Rental Facility (limited)</del></li> <li>- Veterinary Clinic</li> <li>- Accessory Development to those uses listed in 13.12.2(a) and (b)</li> </ul>

\* Day care facility may not occur within an apartment dwelling.

### 13.12.3 MP-D Site Subdivision Regulations

	Interior or Corner Site	
Site Area	Minimum	300.0m <sup>2</sup> (3229.2ft <sup>2</sup> )
Site Width	Minimum	At the discretion of Development Authority.
Site Depth	Minimum	At the discretion of Development Authority.

### 13.12.4 MP-D Site Development Regulations

	Interior or Corner Site	
Front Setback and Flanking Front Setback	Minimum  Maximum	0.0m (0.0ft) to 1.4m (4.6ft) to achieve a continuous pedestrian zone of 3.4m (11.2ft) for buildings with non-residential uses at the ground floor.  3.0m (9.8ft) for residential unit developments at the ground floor level with display gardens.  Notwithstanding 13.12.5(d)
Side Setback	Minimum	0.0m (0.0ft)  Notwithstanding 13.12.5(d)
Rear Setback	Minimum	0.0m (0.0ft) for sites abutting a Non-Residential Land Use District. 4.5m (14.8ft) or one-half (1/2) the height of the building, whichever is greater, for sites abutting a Residential Land Use District.  Notwithstanding 13.12.5(d)
Site Coverage	Maximum	70%
Floor Area Ratio (FAR)	Maximum	4.0
Unit Density	Maximum	200 units/net residential hectare for sites less than 1500.0m <sup>2</sup> .  350 units/net residential hectare for sites greater than 1500.0m <sup>2</sup> .
Building Height	Maximum	Area A 15 Storeys (46.2m-151.6ft)  Area B 4 Storeys (13.5m or 44.3ft)  Refer to Section 13.12.5
Common Amenity Area	Minimum	4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit.

	Interior or Corner Site	
Private Amenity Area	Minimum	3.0m <sup>2</sup> (32.3ft <sup>2</sup> ) per dwelling unit shall be provided for balconies.

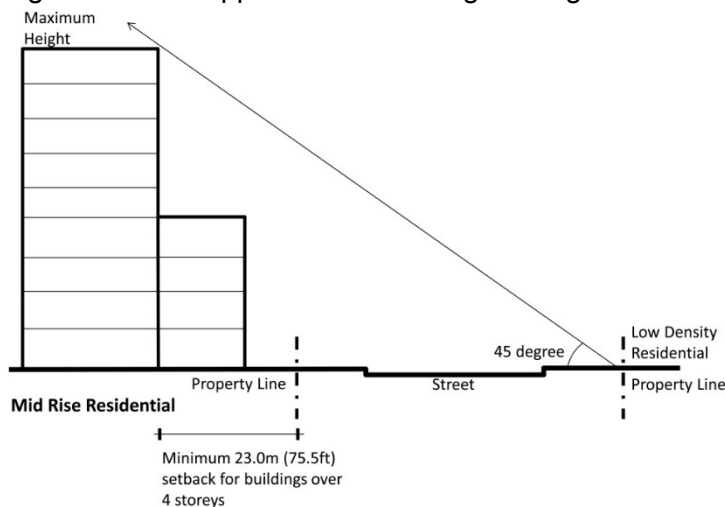
## Built Form Regulations

### 13.12.5 Building Height Limits

The following regulations are intended to ensure buildings are of a proportionate scale with the street and respect building heights of surrounding land uses.

- (a) The maximum parapet height for all new buildings shall not exceed 1.5m (4.9ft).
- (b) No building above 4 storeys in height shall be located within 23.0m (75.5ft) of a property line abutting a public roadway, as per Figure 13.12a.
- (c) Notwithstanding (b) above, the maximum building height for 5 – 15 storey buildings shall be determined by application of 45 degree angular plane applied at the nearest property line of the parcel that allows low density residential. Subsequent storeys must fit within this angular plane as per Figure 13.12b.

Figure 13.12b: Application of 45 Degree Angular Plane



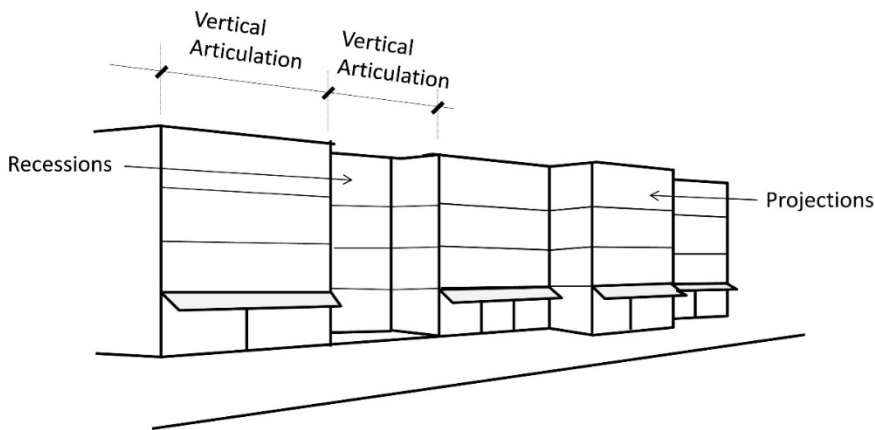
- (d) Vents, mechanical rooms and equipment, elevator, penthouses, etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building.

### 13.12.6 Street Character and Pedestrian Realm

The following regulations are intended to ensure buildings relate to human-scale proportions to improve walkability and create a pedestrian orientated character.

- (a) For buildings with non-residential uses at the ground floor, the front setback shall be hard surfaced with a consistent treatment and theme to the satisfaction of Development Authority.
- (b) All buildings shall be required to provide a vertical articulation in the streetwall using a variety of colours, materials, projections as well as recessions in the building façade to avoid monotony, as per Figure 13.12c.

Figure 13.12c: Vertical Articulation and Building Entrances



- (c) Display gardens shall be provided within the front setback for buildings with residential use at the ground floor level.

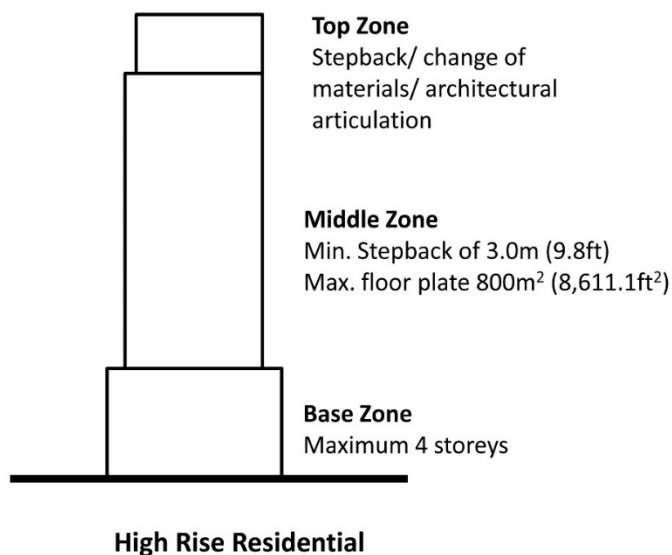
### 13.12.7 Building Massing and Architectural Character

The following regulations are intended to ensure buildings contribute to a sense of place by providing visual interest along the street level, interesting building forms, and human scale dimensions.

- (a) New buildings at the intersection of the following streets shall be required to incorporate special architectural treatment in order to reinforce the street corner by marking key focal points and entrances to the downtown through using expressive massing and vertical elements:
  - i. 99 Avenue and 106 Street;
  - ii. 99 Avenue and 108 Street; and

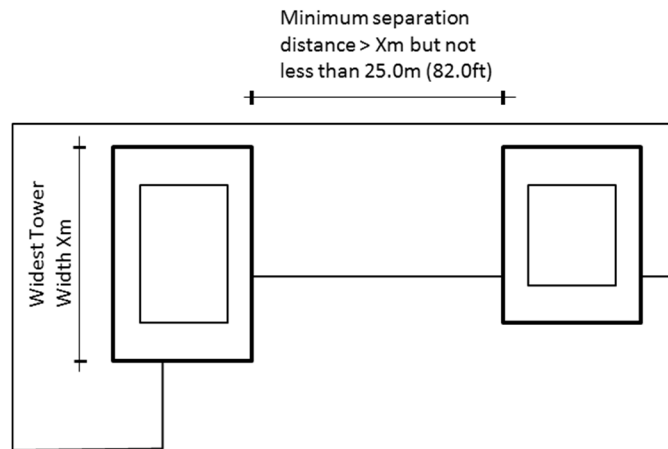
- iii. 99 Avenue and 104 Street.
- (b) Buildings above 4 storeys shall provide three distinct vertical zones, as per Figure 13.12d:
  - i. The base zone shall be a minimum height of 2 storeys and a maximum height of 4 storeys;
  - ii. For buildings above 4 storeys, the middle zone shall include any storeys above the base zone but below the top zone and shall provide a minimum stepback of 3.0m (9.8ft) for any façade that faces a public realm. The floor plate shall be a maximum of 800m<sup>2</sup> (8,611.1ft<sup>2</sup>); and
  - iii. For buildings above 12 storeys, the top zone shall include the top 3 storeys and shall incorporate either an additional stepback or a change in material/colour or special architectural treatment to the satisfaction of the Development Authority.

Figure 13.12d: Requirement for Distinct Vertical Zones



- (c) Where 2 buildings that are 9 storeys and above are in close proximity to each other, the minimum distance between the middle zones will equal the widest building width measured at the building face but shall be no less than 25.0m (82.0ft), as per Figure 13.12e

Figure 13.12e: Minimum Separation Distance Between Two Towers

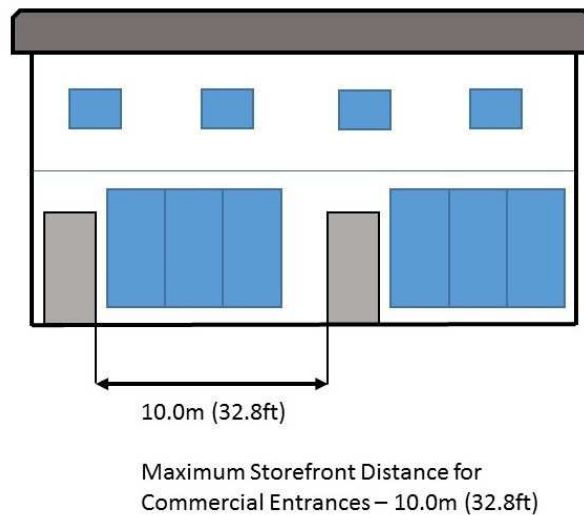


### 13.12.8 Pedestrian Entrances

The following regulations are intended to ensure building entrances are positioned and treated appropriately in order to create visual interest along streets.

- (a) Entrances for non-residential uses should be located with a separation of no more than 10.0m (32.8ft) apart along building facades fronting public roadways, as per Figure 13.12f.

Figure 13.12f: Minimum Separation Distance for Non-Residential Entrances



- (b) Ground floor entrances for non-residential uses or a common vestibule to an apartment building shall be level with grade.
- (c) Ground floor entrances for residential uses shall be 1.0m (3.3ft) above grade with a display garden incorporated in the front setback.

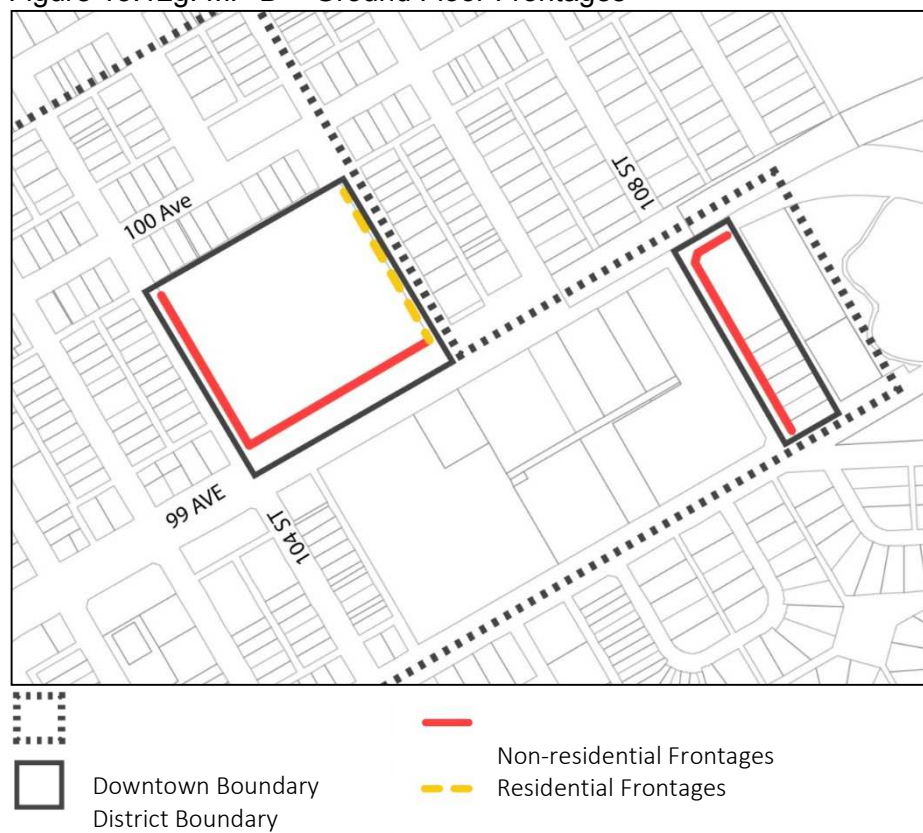
- (d) Entrances to non-residential uses at ground floor and residential uses above ground floor shall be identifiable from each other through architectural design.

### 13.12.9 Ground Floor Frontages

The intent of the following regulation is to ensure active street fronts are provided adjacent to pedestrian zones.

- (a) For new construction the land uses along ground floors of all buildings in this District shall be as per Figure 13.12g, whereas:
- Ground floor uses along 99 Avenue, east side of 104 Street and east side of 108 Street shall be limited to non-residential uses;
  - Ground floor uses along west side of 106 Street shall be limited to residential uses; and
  - Surface and structure parking shall be located at the rear of buildings, screened from public view, and located behind the pedestrian orientated uses.

Figure 13.12g: MP-D – Ground Floor Frontages

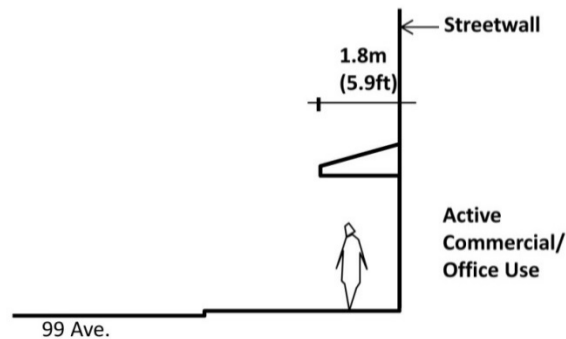


#### 13.12.10 Canopies and Weather Protection

The following regulation is intended to ensure building facades provide appropriate weathering protection to positively contribute to the public realm.

- (a) A continuous weather protection of minimum 1.8m (5.9ft) width at the ground floor of all building facades fronting 99 Avenue shall be encouraged, as per Figure 13.12h.

Figure 13.12h: Weather Protection along 99 Avenue



#### 13.12.11 Parking and Access

- (a) Vehicular accesses from 99 Avenue to on-site parking areas within individual sites shall be minimized.
- (b) Where possible, vehicular entrances to underground parking facilities and passenger drop-off areas shall be provided from the rear of buildings.
- (c) Structured parking facilities shall generally be provided at locations internal to the site. If such parking facilities are located fronting a public roadway, then the following design considerations shall be utilised:
  - i. Ground floor shall include retail uses with multiple entrances;
  - ii. Entrance to the parking facility shall be designed with special architectural treatment to maintain the integrity of retail frontage; and
  - iii. The façade of the upper storeys of the parking facility shall be designed to reflect residential or commercial building character.
- (d) Landscaped buffers between parking, loading and other hard surfaced areas and adjacent public roadways shall be a minimum of 3.0m (9.8ft) in width.

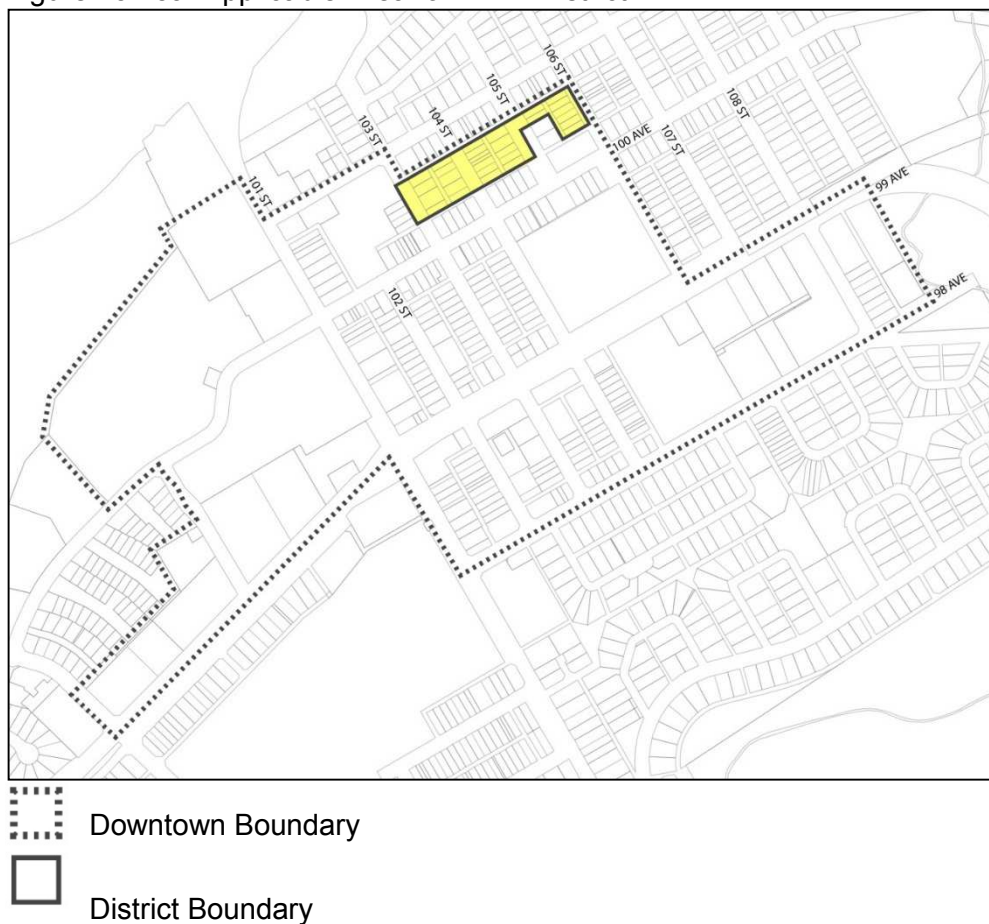
#### 13.12.12 Additional Regulations



- (c) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 13 - Downtown Land Use Districts – General Regulations, Part 11 - Parking and Loading, and Part 12 – Signs.
- (d) Where lane access is provided, the site shall be designed to provide access to onsite parking from the lane.
- (e) The siting and appearance of all buildings or improvements, and the landscaping of the site shall be to the satisfaction of the Development Authority in order that there shall be general conformity with adjacent buildings, and that there may be adequate protection afforded to the amenities of adjacent buildings and sites. The form and character of buildings shall complement adjacent residential character of the neighbourhood.

#### 13.15 TR-D – Transitional Residential – Downtown

Figure 13.15a: Applicable Area for TR-D District



### 13.15.1 Purpose

This District is intended to allow low to medium residential development and small scale commercial developments in the northeast portion of the downtown. The District also establishes regulations to provide appropriate transition from higher density mixed land uses in the downtown core to lower density residential neighbourhoods located immediately adjacent to the downtown. Infill residential redevelopment is encouraged in this area. Stand-alone small scale commercial buildings may be considered.

### 13.15.2 TR-D Permitted and Discretionary Uses

(a) TR-D Permitted	(b) TR-D Discretionary
<ul style="list-style-type: none"> <li>- Community Garden</li> <li>- Duplex Dwelling</li> <li>- Home Office</li> <li>- Multi-Attached Dwellings*</li> <li>- Semi-Detached Dwelling</li> <li>- Single Detached Dwelling</li> <li>- Swimming Pool</li> </ul>	<ul style="list-style-type: none"> <li>- Bed and Breakfast</li> <li>- Day Care Facility (Limited)</li> <li>- Government Service</li> <li>- Group Home (Limited)</li> <li>- Home Business</li> <li>- Personal Service</li> <li>- Pet Care Service***</li> <li>- Place of Worship</li> <li>- Professional, Financial and Office Service</li> <li>- Secondary Suites**</li> <li>- Show Home</li> <li>- Temporary Outdoor Event</li> <li>- Temporary Sales Centre</li> <li>- Accessory Development to those uses listed in 13.15.2(a) and (b)</li> </ul>

\* Up to a maximum of four attached dwellings

\*\* Only allowed in single detached dwellings

\*\*\* Outside enclosures, pens or exercise areas are not permitted

### 13.15.3 TR-D Site Subdivision Regulations for Single Detached Dwellings and Duplex Dwellings

	Interior Site	Corner Site
Site Area	273.0m <sup>2</sup> (2,938.6ft <sup>2</sup> ) minimum	318.0m <sup>2</sup> (3,422.9ft <sup>2</sup> ) minimum
Site Width	9.1m (29.9ft) minimum	10.6m (34.8ft) minimum
Site Depth	30.0m (98.4ft) minimum	

### 13.15.4 TR-D Site Subdivision Regulations for Semi-Detached Dwellings

	Interior Site	Corner Site
a) Site Area	219.0m <sup>2</sup> (2,357.3ft <sup>2</sup> ) minimum	273.0m <sup>2</sup> (2,938.6ft <sup>2</sup> ) minimum
b) Site Width	7.3m (24.0ft) minimum	9.1m (29.9ft) minimum
c) Site Depth	30.0m (98.4ft) minimum	

### 13.15.5 TR-D Site Subdivision Regulations for Multi-Attached Dwellings

	Interior Site	Corner Site
a) Site Area	183.0m <sup>2</sup> (1,969.8ft <sup>2</sup> ) minimum	255.0m <sup>2</sup> (2,744.8ft <sup>2</sup> ) minimum
b) Site Width	6.1m (20.0ft) minimum for an Internal unit 7.3m (24.0ft) minimum for an End unit	8.5m (27.9ft) minimum
c) Site Depth	30.0m (98.4ft) minimum	

### 13.15.6 TR-D Development Regulations

	Site and Building Criteria	
Site Area	Minimum	150m <sup>2</sup> (1,614.6ft <sup>2</sup> )
Front Setback and Flanking Front Setback	Minimum	3.0m (9.8ft)
	Maximum	4.5m (14.8ft)
Side Setback	Minimum	1.5m (4.9ft)
Rear Setback	Minimum	8.0m (26.2ft)
	Minimum	6.0m (19.7ft) where a garage or carport is attached to the principal building and is accessed from a lane at the rear of the site.
Site Coverage	Maximum	40% for principal building over 1 storey, excluding decks.
		45% for principal building of 1 storey, excluding decks.
		45% for all buildings and structures where principal building is over 1 storey.
		50% for all buildings and structures where principal building is 1 storey.
Building Height	Maximum	3 Storeys (11.0m or 36.1ft). A maximum differential of 1 storey shall be allowed between adjacent sites.  Refer to Section 13.15.4

## Built Form Regulations

### 13.15.7 Building Height Limits

The following regulations are intended to ensure buildings are of a proportionate scale with the street and respect building heights of surrounding land uses.

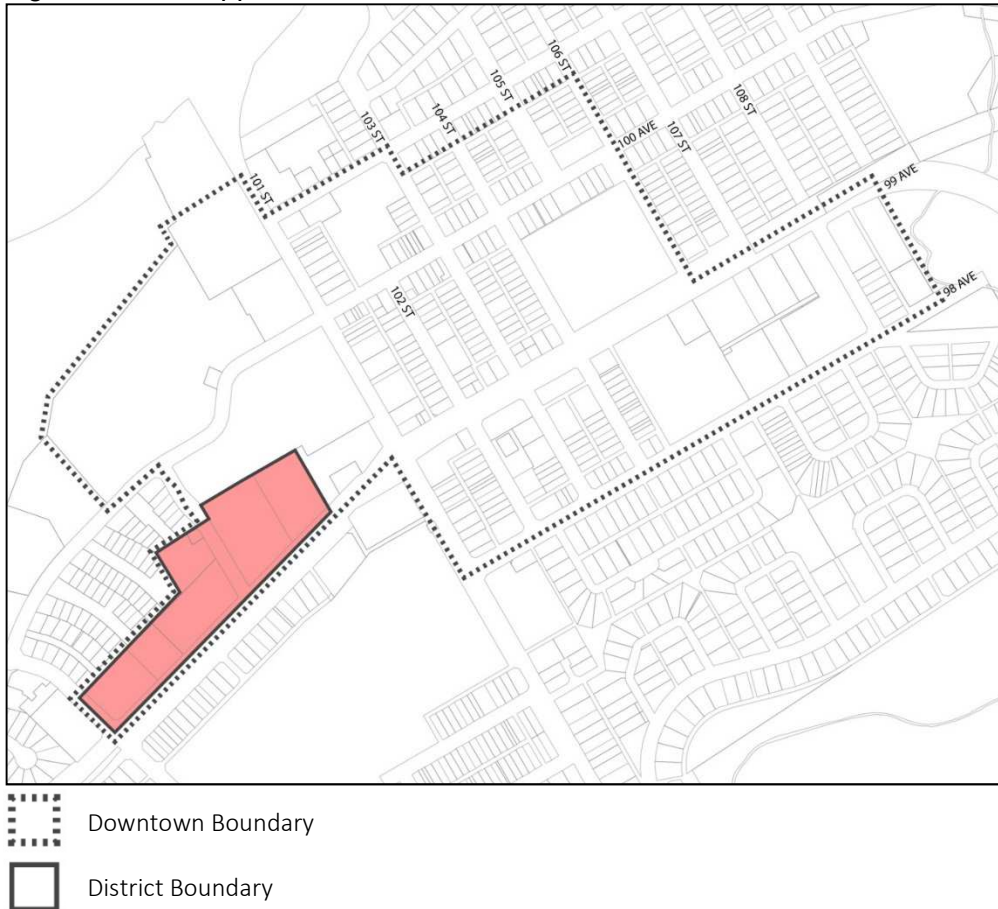
- (a) The maximum parapet height for all new buildings shall not exceed 1.5m (4.9ft).
- (b) Vents, mechanical rooms and equipment, elevator, penthouses, etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building to reduce visibility from street level.

### 13.15.8 Additional Development Regulations

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 13 - Downtown Use Districts – General Regulations, Part 11 - Parking and Loading, and Part 12 – Signs.
- (b) Where lane access is provided, sites shall be designed to use the lane. Where vehicle access from the lane is not feasible, the Development Authority may allow access from the street.

## 13.16 99C-D – 99 Commercial – Downtown

Figure 13.16a: Applicable Area for 99C-D District



### 13.16.1 Purpose

This District is intended to allow for a variety of commercial developments with a strong emphasis on pedestrian friendly spaces and streetscapes. Buildings and landscapes fronting 99 Avenue may contribute positively to improve the image of the entrance corridor leading to the downtown core. Mixed use developments with retail at ground level and residential/office uses on upper storeys shall be considered.

13.16.2 99C-D Permitted and Discretionary Uses

(a) 99C-D Permitted	(b) 99C-D Discretionary
<ul style="list-style-type: none"> <li>- Above Ground Floor Dwelling</li> <li>- Business Support Service</li> <li>- Community Service Facility</li> <li>- Day Care Facility*</li> <li>- Drive Through Service</li> <li>- Eating &amp; Drinking Establishment</li> <li>- Eating &amp; Drinking Establishment (Limited)</li> <li>- Eating &amp; Drinking Establishment (Outdoor)</li> <li>- Emergency Response Service</li> <li>- Home Office</li> <li>- Indoor Entertainment Facility</li> <li>- Indoor Recreation Facility</li> <li>- Parking Facility</li> <li>- Pet Care Service</li> <li>- Personal Service</li> <li>- Professional, Financial and Office Service</li> <li>- Public Facility</li> <li>- Retail Store (Convenience)</li> <li>- Retail Store (General)</li> <li>- Retail Store (Liquor)</li> <li>- Seasonal Garden Centre</li> <li>- <del>(Temporary)</del></li> <li>- Show Home</li> <li>- Sign, Channel Letter</li> <li>- Sign, Fascia</li> <li>- Sign, Identification</li> <li>- Sign, Portable</li> <li>- Sign, Projecting</li> <li>- Temporary Sales Centre</li> </ul>	<ul style="list-style-type: none"> <li>- Commercial School</li> <li>- Government Service</li> <li>- Health Service</li> <li>- Outdoor Entertainment Facility</li> <li>- Outdoor Recreation Facility</li> <li>- Place of Worship</li> <li>- Recycling Drop-off</li> <li>- Service Station (Limited)</li> <li>- Sign, Electric Message</li> <li>- Sign, Freestanding</li> <li>- Temporary Outdoor Event</li> <li>- Vehicle Wash</li> <li>- Veterinary Clinic</li> <li>- Accessory Development to those uses listed under 13.16.2(a) and (b)</li> </ul>

\* Not permitted within apartment dwelling

13.16.3 99C-D Site Subdivision Regulations

	Interior or Corner Site	
Site Area	Minimum	180.0m <sup>2</sup> (1,937.5ft <sup>2</sup> )

#### 13.16.4 99C-D Site Development Regulations

	Interior or Corner Site	
Front Setback and Flanking Front Setback	Minimum	4.5m (14.8ft)
Side Setback	Minimum	3.0m (9.8ft)
Rear Setback	Minimum	3.0m (9.8ft) for sites abutting a Non-Residential Land Use District.  4.5m (14.8ft) for sites abutting a Residential Land Use District.
Site Coverage	Maximum	50%
Building Height	Maximum	4 storeys (14.0m or 45.9ft).
Floor Area Ratio (FAR)	Maximum	Non-Residential 2.0  Residential 1.5
Unit Density	Maximum	150 units/net hectare
Common Amenity Area	Minimum	4.5m <sup>2</sup> (48.4ft <sup>2</sup> ) per dwelling unit.
Private Amenity Area	Minimum	3.0m <sup>2</sup> (32.3ft <sup>2</sup> ) per dwelling unit shall be provided for balconies.

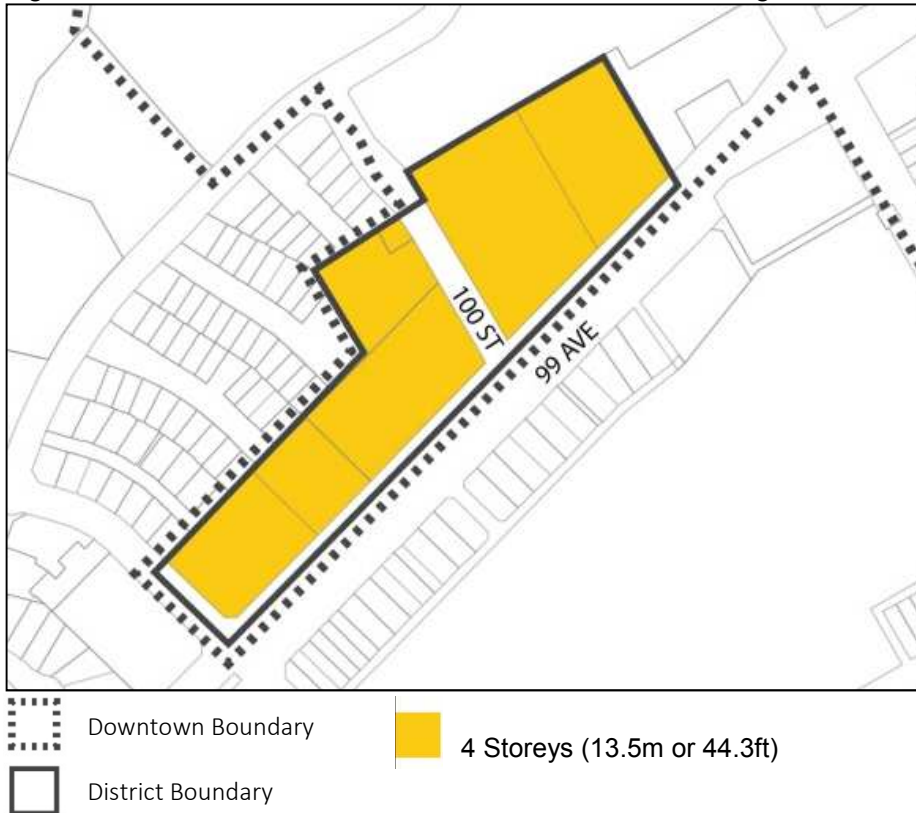
#### Built Form Regulations

#### 13.16.5 Building Height Limits

The following regulations are intended to ensure buildings are of a proportionate scale with the street and respect building heights of surrounding land uses.

- (a) New development shall be in accordance with the height limits established in Figure 13.16b.

Figure 13.16b: 99 Commercial – Downtown Maximum Height Limits



- (b) The maximum parapet height for all new buildings shall not exceed 1.5m (4.9ft).
- (c) Vents, mechanical rooms and equipment, elevator, penthouses, etc. shall be integrated into the architectural treatment of building roof or screened with materials and finishes compatible with the building.

#### 13.16.6 Street Character and Pedestrian Realm

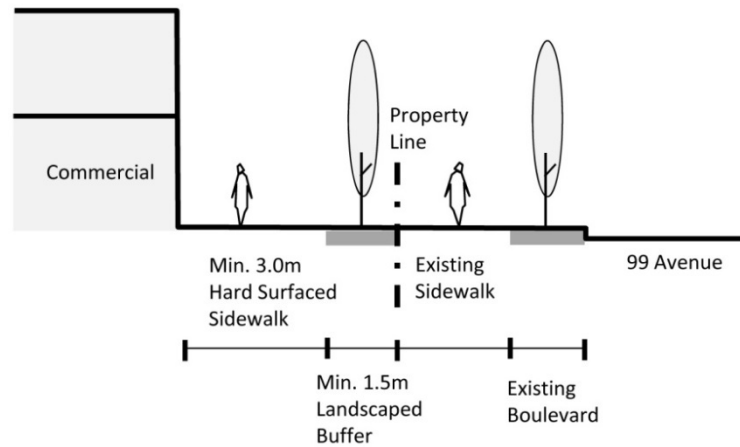
The following regulations are intended to ensure buildings relate to human-scale proportions to improve walkability and create a pedestrian orientated character.

- (a) The front setback along 99 Avenue shall comply with the following landscaping requirements, as per Figure 13.16c:
  - i. A 1.5m (4.9ft) wide landscaped buffer zone shall be provided along the property line;
  - ii. A minimum 3.0m (9.8ft) wide sidewalk shall be provided between the building frontage and the landscaped buffer; and



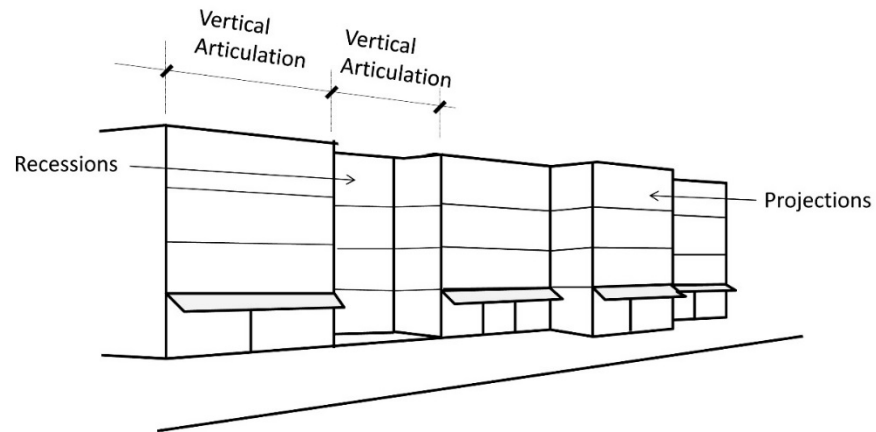
- iii. The landscaped buffer area shall include enhanced landscape treatment and should be lined with trees at 6.0m (19.7ft) interval, but not interfere with site lines at driveways.
- iv. For new construction, parking is not permitted in the front yard.

Figure 13.16c: Front Building Setback Landscape Requirements



- (b) All buildings shall be required to provide a vertical articulation in the streetwall using techniques to create visual interest along the streetface including a variety of colours, materials, projections or recessions in the building facade to avoid monotony, as per Figure 13.16d.

Figure 13.16d: Vertical Articulation and Building Entrances

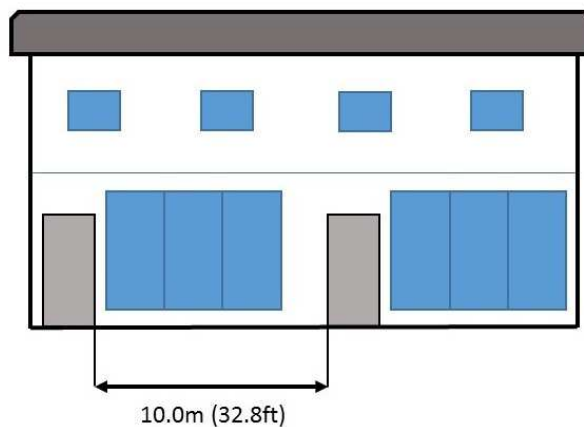


#### 13.16.7 Pedestrian Entrances

To achieve a walkable pedestrian orientated public realm, the following regulations are intended to ensure building entrances are positioned and treated appropriately in order to create visual interest along streets.

- (a) Entrances for non-residential uses should be located with a separation of no more than 10.0m (32.8ft) along building facades fronting public roadway, as per Figure 13.16e.

Figure 13.16e: Maximum Separation Distance for Non-Residential Entrances



Maximum Storefront Distance for  
Commercial Entrances – 10.0m (32.8ft)

- (b) Ground floor entrances for non-residential uses or a common vestibule to an apartment building shall be at level with the grade.
- (c) Entrances to non-residential uses at ground floor and residential uses above ground level shall be identifiable from each other through architectural design.

#### 13.16.8 Ground Floor Frontages

The intent of the following regulations are to ensure active street fronts are provided adjacent to pedestrian zones.

- (a) The land uses along ground floors of all buildings in this District shall be:
  - i. Limited to non-residential uses along 99 Avenue, 100 Street and east side of 100 Avenue;
  - ii. Structure parking facilities shall generally be located internally on the site and shall not front 99th Avenue;
  - iii. The rear wall of the building facing adjacent residential sites shall be architecturally treated to provide appropriate visual transition to surrounding residential uses.

#### 13.16.9 Surface Parking, Access, Loading and Storage

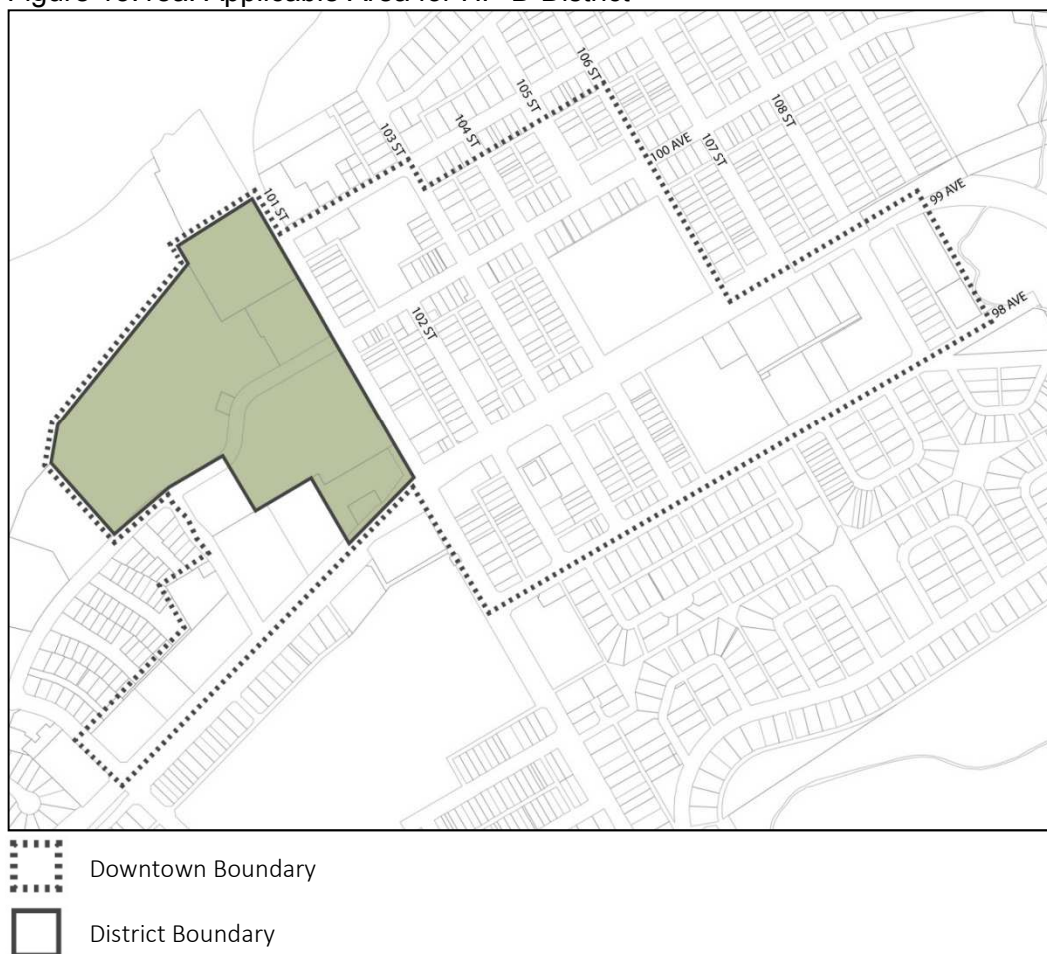
- (a) Surface parking area shall be setback a minimum of 1.5m (4.9ft) from the property line with a landscape buffer between parking, loading and other hard surface areas and adjacent roadways or lanes.
- (b) Vehicular entrances shall be consolidated to serve multiple buildings in each block to minimize the number of interruptions in the street and to reduce the number of potential vehicular conflicts with pedestrians and cyclists;
- (c) Outdoor storage shall be located at the rear of building.

#### 13.16.10 Additional Development Regulations

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 13 – Downtown Land Use Districts – General Regulations, Part 11 - Parking and Loading, and Part 12 – Signs.
- (b) Sites shall include connections from 99 Avenue to public pedestrian walkways to the satisfaction of the Development Authority.

## 13.18 HP-D – Historic Precinct – Downtown

Figure 13.18a: Applicable Area for HP-D District



### 13.18.1 Purpose

This District is intended to regulate development in Fort Saskatchewan's Historic Precinct. New developments shall preserve, rehabilitate and reuse existing historical resources, such as buildings and landscapes, in order to create design continuity with the existing architectural character of the Historic Precinct through respecting scale and function of the built form.

### 13.18.2 HP-D Permitted and Discretionary Uses

(a) HP-D Permitted	(b) HP-D Discretionary
<ul style="list-style-type: none"> <li>- Community Garden</li> <li>- Community Service Facility</li> <li>- Government Service</li> <li>- Outdoor Entertainment Facility</li> <li>- Outdoor Recreation Facility</li> <li>- Parking Facility</li> <li>- Public Facility</li> <li>- Sign Channel Letter</li> <li>- Sign, Fascia</li> <li>- Sign, Identification</li> <li>- Sign, Portable</li> <li>- Sign, Projecting</li> <li>- Sign, Specialty Projecting</li> <li>- Temporary Outdoor Event</li> </ul>	<p><del>Accessory Development</del></p> <ul style="list-style-type: none"> <li>- Communication Tower</li> <li>- Communication Tower (Limited)</li> <li>- Eating &amp; Drinking Establishment (Limited)</li> <li>- Education (Private)</li> <li>- Education (Public)</li> <li>- Indoor Recreation Facility</li> <li>- Place of Worship</li> <li>- Sign, Electric Message</li> <li>- Sign, Freestanding</li> <li>- Accessory Development to those uses listed under 13.18.2(a) and (b)</li> </ul>

### 13.18.3 HP-D Site Subdivision Regulations

	Interior or Corner Site
Site Area	At the discretion of the Development Authority.
Site Width	At the discretion of the Development Authority.
Site Depth	At the discretion of the Development Authority.

### 13.18.4 HP-D Development Regulations

	Site and Building Criteria	
Front Setback	Minimum	6.0m (19.7ft)
Flanking Front Setback	Minimum	At the discretion of the Development Authority.
Side Yard Setback	Minimum	3.0m (9.8ft)
Rear Yard Setback	Minimum	8.0m (26.2ft)
Site Coverage		At the discretion of the Development Authority.
Building Height	Maximum	14.0m (45.9ft) for a principal building.
	Maximum	30.0m (98.4ft) for towers or structural components of buildings not intended for human occupation.

Floor Area Ratio (FAR)	Maximum	At the discretion of the Development Authority.
------------------------	---------	---

#### 13.17.5 Additional Development Regulations

- (a) All development and uses within this Land Use District are subject to the applicable provisions of Part 4 - General Regulations for all Land Use Districts, Part 8 - Institutional Land Use Districts – General Regulations, and Part 12 – Signs.
- (b) On-site parking for individual parcels shall be at the discretion of the Development Authority.
- (c) General signage and way finding signage shall be consistent with the guidelines established in the Historic Precinct Site Master Plan and the Fort Heritage Precinct branding document.
- (d) The Development Authority may give regard to comments received from the Culture Department for all Development Permit applications.

### **Part 14 – Definitions**

#### 14.1 General Definitions

~~**CHANGE OF USE** means the act of changing the use occupying a tenant space, building or parcel of Land to a different use.~~

**LANDSCAPE BUFFER** means an area landscaped with sod and any other soft landscaping elements.

**LANDSCAPING** means the preservation or modification of the natural features of a site through the placement or addition of any or a combination of the following:

- (a) Soft landscaping elements such as, ~~but not limited to~~, trees, shrubs, plants, lawns, ~~xeriscaping~~ and ornamental plantings;
- (b) ~~Decorative~~ Hard ~~surfacing landscaping~~ elements such as bricks, pavers, shale, crushed rock or other suitable materials, excluding monolithic concrete and asphalt, in the form of patios, walkways and paths; and
- (c) Architectural elements such as decorating fencing, walls and sculptures.

**MODULAR CONSTRUCTION** means a ~~prefabricated or factory built building or section of a building which can be transported to a parcel where the lots are~~ building consisting of one or more sections constructed off-site often in a factory which meets Canadian Standards Association (CSA) standards and the requirements of the Alberta Building Code. The building is transported to a site where the section(s) are permanently assembled and anchored to a permanent foundation. A modular unit has not chassis, running gear or wheels. The units or sections may be stacked horizontally or vertically and completed to form one or more complete

units for year round occupancy. Modular construction does not include a manufactured home but any other structures can be built using modular construction.

**RECREATIONAL VEHICLE** means a portable structure designed and built to be transported on its own wheels or carried on a vehicle to provide temporary living accommodate for recreational or travel purposes and/or for motorized sports activities conducted outdoors on both land and water. This use includes, but is not limited to: motor homes or travel trailers; fifth wheel trailers; campers, whether located on a truck or other vehicle or not; tent trailers; **park model trailers**; boats; off-highway vehicles, as defined by the *Traffic Safety Act*, as amended; utility trailers; and a trailer used to transport any of the above. This use does not include a manufactured home.

~~**SURVEILLANCE SUITE** means a single residential unit, forming part of a development, which is accessory to the principal use and is used solely to accommodate persons whose official function is to provide surveillance required for the maintenance and safety of the development.~~

**XERISCAPING** means a method of landscaping that uses plants, soils & mulches whose natural requirements are appropriate to the local climate, resulting in the reduction or elimination of supplemental water, fertilizer or other maintenance.

## 14.2 Use Class Definitions

**AGRICULTURE** means ~~an agricultural activity conducted on agricultural land for gain or reward or in the hope or expectation of gain or reward and includes, but is not limited to:~~ the cultivation of soil for the growing of crops and all related activities, or the raising of animals to provide food or other products.

- ~~(a) The cultivation of land;~~
- ~~(b) The raising of poultry and livestock, including game production animals within the meaning of the *Livestock Industry Diversification Act*;~~
- ~~(c) The raising of fur-bearing animals, birds or fish;~~
- ~~(d) The production of agricultural field crops;~~
- ~~(e) The production of fruit, vegetables, sod, trees, shrubs and other specialty horticultural crops;~~
- ~~(f) The production of eggs and milk;~~
- ~~(g) The production of honey;~~
- ~~(h) The operation of agricultural machinery and equipment, excluding irrigation pumps; and~~
- ~~(i) The application of fertilizers, manure, insecticides, pesticides, fungicides and herbicides, including application by ground and aerial spraying for agricultural purposes.~~

~~**DAY CARE FACILITY**~~ **CHILD CARE FACILITY** means a development licensed by the Province to provide personal care, maintenance, supervision or education, without overnight

accommodation, ~~for seven or more children under the age of 13 years at one time~~. This includes daycare centres, nurseries, kindergartens, nursery schools and play schools and other similar uses but does not include an institution operated by or under the authority of the ~~Director of Child Welfare Province~~.

**DAY CARE FACILITY (LIMITED) DAY HOME** means an accessory use that may be licensed by the Province, in a Dwelling Unit that is intended to provide temporary care, educational services and supervision ~~for up to six children, by an individual other than the child's parent or guardian, but does not include Assisted Living Facilities~~ that shall follow the regulations of the Province.

**DWELLING, GARAGE SUITE** means a dwelling located above a detached garage; or a one to two-storey dwelling attached to the side or rear of a detached garage. ~~A garage suite is accessory to a building in which the principal use is single detached dwelling or a semi-detached dwelling. A garage suite has cooking facilities, sleeping facilities and sanitary facilities which are separate from those of the principal dwelling within the structure. For the purpose of this clause, "cooking facilities" includes any stove, hotplate, oven, microwave oven, toaster oven or electric griddle, as well as any wiring or piping containing the energy or power source for such facilities. A garage suite has an entrance separate from the vehicle entrance to the detached garage, either from a common indoor landing or directly from the exterior of the structure.~~ This land use does not include secondary suites or Garden suites.

**DWELLING, GARDEN SUITE** means a single storey dwelling which is located in a building separate from the principal use which is single detached dwelling. ~~A Garden suite has cooking facilities, sleeping facilities and sanitary facilities which are separate from those of the principal dwelling located on the site.~~ This land use does not include secondary suites or garage suites.

**DWELLING, SECONDARY SUITE** means development consisting of a dwelling unit located within and accessory to a principal residential use. ~~A Secondary Suite is only permitted within a Single Detached Dwelling and shall not be permitted within any other use class. A Secondary Suite has cooking facilities, food preparation, sleeping and sanitary facilities which are physically separate from those of the principal Dwelling within the structure. A Secondary Suite also has an entrance separate from the entrance to the principal Dwelling, either from a common indoor landing or directly from the side or rear of the structure.~~ This Use Class includes the Development or Conversion of Basement space or above-grade space to a separate Dwelling, or the addition of new floor space for a Secondary Suite to an existing Single Detached Dwelling. A Secondary Suite does not include Semi-detached, Apartment Dwelling, Garage Suites, Garden Suites, or Boarding Facilities.

**GOVERNMENT SERVICE** means a development providing Crown Corporation, or municipal, provincial or federal government services directly to the public. Typical uses include, but are not limited to taxation offices, courthouses, postal stations, manpower and employment offices, ~~food banks~~ and social service offices. This use does not include emergency response service, detention and correctional service or education facilities.

**HOME BUSINESS** means the accessory use of a principal dwelling, or a combination of a principal dwelling and an accessory building, in a residential neighbourhood to operate ~~business or office uses; an enterprise or related uses.~~



**HOME OFFICE** means an accessory use located within a dwelling unit for the purpose of ~~a business which:~~ office uses.

- ~~(a) Does not require business associated visits;~~
- ~~(b) Does not have any non-resident persons employed within the dwelling;~~
- ~~(c) Is not detectable from outside the dwelling;~~
- ~~(d) Does not extend the business activity to the garage or outside yard; and~~
- ~~(e) Does not require the parking of commercial vehicles.~~

**MANUFACTURED HOME** means a prefabricated detached dwelling unit that meets Canadian Standards Association (CSA) standards and meets the requirements of the Alberta Building Code. This applies to both single section and multi-section models, but does not apply to modular ~~homes construction~~, recreational vehicles or industrial camp trailers.

**PET CARE SERVICE** means a development where small animals normally considered as household pets are washed, groomed, trained and/or boarded, but ~~the animals shall not be boarded overnight and the development shall not have any outside enclosures, pens, runs or exercise areas within commercial districts.~~ This land use may also include the retail sales of associated products.

**PARK MODEL TRAILER** means a recreational unit designed for seasonal use. Park Model Trailers are built on a single chassis mounted on wheels, are designed to facilitate occasional relocation and must be connected to utilities to operate installed fixtures and appliances.

~~**SIGN, GENERAL ADVERTISING** means a sign which refers to goods or services other than those produced, offered for sale or obtained at the Premise on which the sign is displayed.~~

**SURVEILLANCE SUITE** means a single residential unit, forming part of a development, which is accessory to the principal use and is used solely to accommodate persons whose official function is to provide surveillance required for the maintenance and safety of the development.

**TEMPORARY SHELTER SERVICE** means the provision of communal, transient accommodation sponsored or supervised by a public authority or non-profit agency intended to provide basic lodgings for persons requiring immediate shelter and assistance for a short period of time.

## **Appendices**

Appendix B – Land Use Map amended as follows:

Pointe Aux Pins Trail redistricted from UR – Urban Reserve to PR – Parks and Recreation District

Appendix D - Guidelines for the Placement of Election Signs upon City of Fort Saskatchewan Road Rights-of-Way deleted.

## CITY OF FORT SASKATCHEWAN

### Notice of Motion - Landscaping Completion Requirements

---

**Motion:**

That Administration be directed to present Council with a report outlining options for the municipality to ensure landscaping following residential development is completed in an appropriate period of time.

**Purpose:**

That Council provide direction on the motion described above.

**Background:**

At the June 27, 2017 regular Council meeting, Councillor Bossert presented a Notice of Motion directing Administration to present Council with a report outlining options for the municipality to ensure landscaping following residential development is completed in an appropriate period of time.

The Land Use Bylaw is used to ensure development aligns with the objectives of the municipality. The Community Standards Bylaw provides ongoing property maintenance standards. Should Council wish to investigate landscaping standards options for both will be investigated.

It is proposed that the report to Council provide high level information on the following items:

1. Regional comparators for similar regulations and implementation;
2. Definitions for landscaping that would incorporate alternative landscaping approaches; and
3. Impacts to enforcement resources.

---

Prepared by:	Janel Smith-Duguid Director, Special Projects	Date: June 30, 2017
Approved by:	Troy Fleming, Acting City Manager	Date: June 30, 2017
Submitted to:	City Council	Date: July 10, 2017