

# **AFFORDABILITY AND CHOICE TODAY (A•C•T)**

## **STREAMLINED APPROVAL PROCESS PROJECT**

### **Regulatory Changes for Entry-Level Housing**

**Planning and Development Department, City of Fort Saskatchewan  
Fort Saskatchewan, Alberta**

Prepared for:

**Federation of Canadian Municipalities**

**Canadian Home Builders' Association**

**Canadian Housing and Renewal Association**

**Canada Mortgage and Housing Corporation**

Prepared by:

**Energy Pathways Inc.  
Ottawa, Ontario**

**September 1995**

This case study was funded by Canada Mortgage and Housing Corporation, but the views expressed are the personal views of the authors and the Corporation accepts no responsibility for them.



## FOREWORD

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The project documented in this case study received funding assistance under the Affordability and Choice Today (A•C•T) Program. A•C•T is a joint initiative, managed by the Federation of Canadian Municipalities, the Canadian Home Builders' Association, and the Canadian Housing and Renewal Association, together with the funding agency Canada Mortgage and Housing Corporation. The A•C•T Program is administered by the Federation of Canadian Municipalities.

A•C•T, which was launched in January 1990, was designed to foster changes to planning and building regulations and residential development approval procedures in order to improve housing affordability, choice and quality.

Through A•C•T, grants are awarded to municipalities, private and non-profit builders and developers, planners and architects to undertake innovative regulatory reform initiatives in municipalities across Canada. Three types of projects are awarded grants under the A•C•T Program: Demonstration Projects, Streamlined Approval Process Projects, and Case Studies (of existing initiatives).

- *Demonstration Projects* involve the construction of innovative housing that demonstrates how modifications to planning and construction regulations can improve affordability, choice and quality.

- *Streamlined Approval Process Projects* involve the development of a method or an approach that reduces the time and effort needed to obtain approvals for housing projects.
- *Case Study* grants are awarded for the documentation of existing regulatory reform initiatives.

Change and innovation require the participation of all the players in the housing sector. A•C•T provides a unique opportunity for groups at the local level to work together to identify housing concerns, reach consensus on potential solutions, and implement action. Consequently, a key component of A•C•T-sponsored projects is the participation and cooperation of various players in the housing sector in all phases of each project, from development to realization.

All projects awarded a grant under the A•C•T Program are documented as case studies in order to share information on the initiatives and the benefits of regulatory reform with other Canadian communities. Each case study discusses the regulatory reform initiative, its goals and the lessons learned. Where appropriate, the cost savings resulting from modifications in various planning, development, and construction regulations are calculated and reported.



## TABLE OF CONTENTS

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PROJECT OVERVIEW.....	i
<b>1.0 PROJECT DESCRIPTION .....</b>	<b>1</b>
1.1 A Lack of Affordable Housing.....	1
1.2 Project Objectives .....	2
1.3 Amending the Land Use By-Law .....	2
1.4 Modifying the Standardized Development Agreement.....	2
<b>2.0 REGULATORY CHANGES FOR ENTRY-LEVEL HOUSING.....</b>	<b>3</b>
2.1 Land Use By-Law Amendment.....	3
Figure 1. Comparison of R-PL Regulations to Other Residential District Regulations.....	3
2.2 Changes to the Development Agreement .....	4
<b>3.0 THE COMMUNITY AND THE KEY PLAYERS .....</b>	<b>6</b>
3.1 Fort Saskatchewan, Alberta .....	6
Figure 2. Fort Saskatchewan—Location .....	7
3.2 The Municipality and the Housing Industry .....	8
<b>4.0 REGULATORY REFORM INITIATIVES AND IMPACT ON HOUSING COST, CHOICE AND QUALITY.....</b>	<b>9</b>
Figure 3. Westwood Trails Subdivision Plan.....	10
Figure 4. Westwood Trails House Designs.....	11
APPENDIX: FORT SASKATCHEWAN SMALL-LOT DEVELOPMENT BY-LAW .....	14



## PROJECT OVERVIEW

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Alberta experienced a great deal of growth beginning in the late 1970s with its development boom. To control land development, the Alberta government adopted a planning act in 1977 that required municipalities to have a land use by-law. The City of Fort Saskatchewan, like many other communities in the Edmonton area, adopted a by-law that was purposely restrictive in order to limit land development.

Many communities in the Edmonton area continued to grow considerably through the 1980s, but Fort Saskatchewan's population increased only slightly in comparison. This occurred despite the fact that Fort Saskatchewan has a strong petrochemical industrial base that provides more than 4,000 jobs. By 1992, City Council wanted to change the situation and promote Fort Saskatchewan as both a residential and an industrial community.

Closely related to the goal of attracting new residents was an issue the housing industry helped to bring to the forefront and clarify for municipal officials in 1992:

- To encourage and support growth, Fort Saskatchewan would need to provide attractive and affordable housing for new residents, specifically entry-level housing of which the community had little to offer.

Builders and developers pointed out that Fort Saskatchewan's restrictive land use by-law needed to be changed in order to permit development of affordable, quality homes for the low-end market. Also, the

City's standardized development agreement needed to be modified and the approval process streamlined to facilitate development and reduce costs.

The City formed a project team with three municipal officials and Genstar Development Co. in the fall of 1992 to deal with these issues. A request for an A•C•T grant to undertake a streamlined approval process project was approved, and the project team moved immediately to implement the first phase of the project. This involved amending the land use by-law to permit entry-level housing.

Given the discussions that had already taken place with the housing industry, the City was able to proceed directly with preparing a draft by-law amendment and consulting with builders and developers for input on specifics. When preparing the draft, the City also reviewed land use by-laws of selected municipalities in the Edmonton region and elsewhere in the province. The amending by-law was approved and in effect by mid-December 1992, permitting small lots to a minimum of 12.2 m in width (13.5 m for corner lots).

The second phase of the project, which involved modifying the standardized development agreement, proceeded quickly as well, again mainly because of the consultation that had already taken place with the development industry. A review of other area municipalities' development agreements and further consultation with Genstar provided additional input. This phase was completed early in 1993.

The standardized development agreement has served to facilitate development of affordable housing by lessening restrictive requirements, and establishing standards that are mutually agreeable to developers and the municipality. In addition, the agreement is negotiated after subdivision approval is granted and work begins, rather than being a condition to be met prior to approval. The result has been a dramatic reduction in the time required for development approval and completion of the agreement, from up to one year to about two to four months. Development can proceed after about one to two months, the

time required for approval, and the finalization of the agreement takes another one to two months.

Changes to the land use by-law permitting narrow lots cleared the way for a small-lot subdivision development in 1993. This, coupled with changes to the standardized development agreement, has reduced development costs, and the resulting savings have been passed on to consumers. The project has fulfilled the City's goal to increase its range of housing options, with emphasis on meeting the needs of entry-level homebuyers.

# **1.0 PROJECT DESCRIPTION**

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## **1.1 A Lack of Affordable Housing**

Alberta experienced a period of economic growth and prosperity beginning in the late 1970s and continuing into the 1980s. At the outset of this period, in 1977, the provincial government adopted a new planning act that required municipalities to have a land use by-law. The Edmonton Regional Planning Commission developed a generic by-law that could be adopted by communities in the Edmonton area, and that was purposely restrictive in order to limit land development.

The City of Fort Saskatchewan, adjacent to the northeast corner of Edmonton, was one municipality that chose this approach. While many cities in the Edmonton area maintained considerable population growth during the economic downturn that was under way by 1990, census records show that Fort Saskatchewan's population increased only slightly in comparison.

The City's petrochemical industries provide some 4,000 jobs for people who commute from other communities, and by 1992, City Council had decided that it was necessary to encourage more people to live in Fort Saskatchewan.

At the time that the municipality began to look at plans to encourage growth, developers were building starter homes in adjacent municipalities but not in Fort Saskatchewan. Council realized it needed to facilitate development and was particularly interested in affordable, single-family residences for first-time buyers.

The City's Planning and Development Department pursued closer relations with builders and developers in 1992

through consultation sessions. Early in these discussions, development industry representatives highlighted their concerns about the restrictive nature of the land use by-law, which prevented them from providing affordable entry-level housing. They helped to clarify how the current land use by-law limited choice and increased housing costs. The by-law had no provision for small-lot, single-family residential development and did not allow innovative approaches to setback requirements.

Builders and developers also voiced concerns over the development approval process. They noted that it was cumbersome and time-consuming, especially with respect to the requirements of the City's standardized development agreement. The approval process worked against affordable housing by adding unnecessarily to development costs.

The City was awarded an A•C•T grant in October 1992 to undertake a review of the by-law and the standardized development agreement and make changes.

The City formed a project team to direct the review process and hold further consultations with the housing industry. The team included the Mayor of Fort Saskatchewan and a representative from each of the following groups:

- Edmonton Regional Home Builders' Association
- Fort Saskatchewan's Planning and Development Department
- City Council's Planning and Development Committee
- Local developers

## **1.2 Project Objectives**

The project team aimed to remove regulatory and procedural barriers to facilitate the development of housing for first-time buyers and to improve affordability. The objectives of the project were:

- To improve choice and affordability by amending the land use by-law to permit small-lot development
- To reduce both the time required to obtain approval and development costs, by revising the standardized development agreement

## **1.3 Amending the Land Use By-law**

The first phase of the project focused on amending the land use by-law. A review of the existing by-law required only a brief period of time to complete, as City officials and the housing industry were well acquainted with the existing restrictions. In preparing an amendment, the project team considered suggestions that had been put forward previously, as well as provisions made by other municipalities with respect to entry-level housing. Several communities in the Edmonton area had by-law regulations that facilitated small-lot development. The project team also held a Builders' Forum to obtain input from developers regarding the specific changes they wanted to see included.

Based on this information, the Planning and Development Department drafted a proposed by-law amendment to create a

new single-family residential land use district referred to as R-PL (Residential-Planned Lot). The new R-PL district would specifically allow for single-detached dwellings on small lots to a minimum of 12.2 m in width (13.5 m for corner lots).

The proposed by-law amendment was sent to those who had attended the October Builders' Forum, and to other area developers who had not been at the forum, for final comments. Subsequently, the proposed by-law amendment to establish an R-PL district was submitted to City Council in late November. Following a mid-December public hearing, the by-law was adopted. (Section 2.1 discusses the amendment in further detail.)

## **1.4 Modifying the Standardized Development Agreement**

The second phase of the project involved modifying the standardized development agreement. The project team reviewed agreements used by other municipalities in the area and discussed proposed revisions with a number of developers.

The City then updated its requirements for such items as landscaping, community mail boxes, cable television, engineer supervision, maintenance, development costs, arbitration and land use approval. Some requirements were added or deleted while others were increased or decreased. The overall impact of the changes, however, was to remove restrictive barriers to development. (Section 2.2 discusses the changes in further detail.)

## 2.0 REGULATORY CHANGES FOR ENTRY-LEVEL HOUSING

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### 2.1 Land Use By-Law Amendment

In amending the land use by-law, the City's intention was to ensure that attractive, quality homes of typical standard sizes, as opposed to small homes, would be available for the entry-level market. The key means chosen to make homes more affordable was simply to reduce the amount of land to be purchased. The primary difference in the R-PL district, therefore, is that it permits reduced lot sizes by allowing narrow widths to a minimum of 12.2 m, except for corner lots which must

be a minimum of 13.5 m wide. Although the percentage of permissible site coverage was increased for the R-PL district, the maximum coverage area for principal buildings would usually be smaller than in other districts because of the smaller lots (i.e. 35 percent of 408 m<sup>2</sup> = 143 m<sup>2</sup> versus 30 percent of 493 m<sup>2</sup> = 148 m<sup>2</sup>). This ensures that relatively large homes are not built on small lots. Figure 1 compares many of the regulations of the R-PL district to those that still apply in other residential districts.

**Figure 1. Comparison of R-PL Regulations to Other Residential District Regulations**

ITEM	R-PL	OTHER DISTRICTS
<b>Site width (min.)</b> - corner lots - other lots	13.5 m 12.2 m	19 m 17 m <sup>2</sup>
<b>Lot area (min.)</b>	408 m <sup>2</sup>	493 m <sup>2</sup>
<b>Site depth (min.)</b>	34 m	34 m
<b>Site coverage (max.)</b> - principal buildings - accessory buildings - with attached garage	35% 15% 45%	30% - 35%
<b>Setbacks (min.)</b> - front - side* - rear	6.2 m or 4.5 m 1.2 m, 2 m, or 3 m 8 m	6 m or 8 m 1.5 or 2.3 m 8 m
<b>Height (max.)</b>	10 m and 2.5 storeys	2 storeys
<b>Floor area (min.)</b> - 1 storey/bi-level - 2 storeys	89 m <sup>2</sup> -	93 m <sup>2</sup> 138 m <sup>2</sup>

\* The side setback requirement depends on principal building height or whether there is a front garage or an abutting lane.

In order to encourage variety within a small-lot district, so that streets would look attractive and reflect a quality development, the City placed responsibility for architectural controls with developers. It did not want to limit choices for buyers and builders, other than to identify general quality considerations in a clause for “Design Requirements”:

- The design of dwellings must ensure individuality and a variety of dwellings within the district. This will require consideration of exterior treatment of colours, materials, textures, floor plans, roof lines and wall openings. The developer will be assigned the responsibility for assuring proper architectural controls are in place in order to achieve a satisfactory end result.<sup>1</sup>

The City also considered it advantageous to have few stipulations with respect to design requirements as a means of keeping development costs down.

We recognized that it was in developers' own best interests to ensure they provided quality residential developments.

—Dick Robin, Community Planner  
City of Fort Saskatchewan

## 2.2 Changes to the Development Agreement

Two major changes in focus served to streamline the development approval process considerably and to reduce development costs:

- Conditions of the standardized development agreement are more favourable to development.
- The standardized development agreement is negotiated after subdivision approval is granted and while development is under way.

Although certain landscaping, service and maintenance requirements have been added or increased, the new standardized development agreement lessens restrictive requirements and in general facilitates development. For example, developers are permitted to build a showhome prior to servicing, which was not possible before. Off-site lot levies were reduced to exclude recreation and cover servicing only. This represents a reduction of one third from \$3,330 to \$2,200. Another significant change was to allow levies to be paid after the lot and home have been developed and built. Liability insurance was reduced from \$5 million to \$2 million, and the reduction permitted on letters of credit is now 50 percent, whereas it was only 10 percent previously. The revised standardized development agreement holds the developer responsible for half of the legal costs required up to a maximum of \$1,000. No maximum had been stipulated before.

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<sup>1</sup> City of Fort Saskatchewan, By-law No. C31-92, Section 1.4.

Prior to the City's review and changes, the standardized development agreement was a condition of subdivision approval. Given that previously stipulated conditions were not overly favourable to development, the approval process took about one year.

The approval process now takes about one to two months, and development can then proceed immediately. Negotiating and finalizing the standardized development agreement takes another one to two months.

## **3.0 THE COMMUNITY AND THE KEY PLAYERS**

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### **3.1 Fort Saskatchewan, Alberta**

Fort Saskatchewan is one of three communities on the North Saskatchewan River and offers a number of benefits in addition to its attractive location. For example, there is access to two four-lane highways, a hospital and a network of recreation trails and walkways. Edmonton's light rail transit is within a 15-minute drive. The municipality also has among the lowest taxes in the region, if not the lowest.

While the municipality had an overall population increase of approximately 10 percent from 1981 to 1991, the City experienced a loss of people from 1985 to 1991 as a result of their migration to other communities.<sup>2</sup>

Some 21 petrochemical companies based in the City provide employment for 4,200 people, the majority of whom commute from other Edmonton-area communities. The Fort Saskatchewan Regional Industrial Association estimates that only one third of these employees (1,400) are local residents.

Given the nature of the industrial base, many non-residents, including commuting workers, have had a negative image of the municipality as a place to live. City officials recognized that a key issue they needed to address in promoting the community as a place to live was the misperception about the quality of life. This is reflected in the

goals of Fort Saskatchewan's Economic Development Marketing Plan adopted in 1993:

- To raise the profile and create a positive image of the City of Fort Saskatchewan in the Edmonton region
- To encourage non-residents who work in the city to live there as well

A major factor in realizing the second goal is the ability to satisfy the housing demands of potential residents. Market research in the Edmonton area, undertaken by Genstar, indicated a strong demand for entry-level housing. With other communities in the region providing housing for this market, Fort Saskatchewan needed to look at what it could offer and was encouraged to do so by the housing industry. Until City Council approved the by-law amendment permitting small-lot development, the housing choice for new residents was primarily mid- and upper-end housing stock. With the amendment, the City removed a significant barrier in marketing itself to prospective residents.

*The question we posed to City Council was whether or not it wanted Fort Saskatchewan to be a full-range housing community in the Edmonton area.*

*—Jim Pennell, Development Manager  
Genstar Development Co.*

The majority of the municipality's housing stock is single detached, which accounts for 72 percent. Row houses and semi-detached dwellings account for a further 15 percent, followed by apartments at 11 percent, and with other housing types accounting for 2 percent.

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<sup>2</sup> Population, employment and housing stock information from *Community Profile* (Fort Saskatchewan: Economic Development Board, 1994).

Much of the housing stock was built for mid-range buyers and the top-end market. In 1992, mid-range homes comprised 70 percent of Fort Saskatchewan's housing stock. These were built primarily from 1972-80. Little was built from 1980-84, and

when construction started again in 1985, the focus was on the upper-end market. These homes accounted for 16 percent of Fort Saskatchewan's housing stock in 1992. The remaining 14 percent was entry-level stock that had been built from the 1950s to 1970s.

**Figure 2. Fort Saskatchewan—Location**



Source: City of Fort Saskatchewan

### **3.2 The Municipality and the Housing Industry**

The mandate of the City of Fort Saskatchewan's Planning and Development Department is to provide services in the following areas:

- Building inspection
- By-law administration
- Land use development
- Economic development

The Department initiated discussions with builders and developers in 1992 to foster closer ties with the housing industry. These discussions, referred to as "Builders' Forums," are held by the department three

or four times a year to discuss a range of issues affecting the housing industry. The sessions include Planning and Development Department staff and builders, developers and real estate representatives.

In addition to the forums held in 1992, the municipality sought other means to further strengthen its working relationship with the housing industry. It included Genstar on its A•C•T project team and held informal consultations with other developers on specifics of the project. The City also became a member of the Edmonton Regional Home Builders' Association and has participated in the Edmonton Home Show.

## **4.0 REGULATORY REFORM INITIATIVES AND IMPACT ON HOUSING COST, CHOICE AND QUALITY**

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Public concerns about small-lot development did not fully surface until well after the by-law amendment had been approved and Genstar was in the process of obtaining approval for a 57-lot subdivision. This occurred despite a public hearing and efforts on the part of Genstar to ensure that the community was informed about the proposed changes through the local media.

With the exception of one concern expressed at the public hearing, people did not come forward either at the hearing or informally to voice any concerns. It was not until Genstar was seeking subdivision approval and the reality of an entry-level housing development was imminent that people raised strong objections. Their concern about the impact of the new development on their property values stemmed from a misperception of the City's and Genstar's intentions. Specifically, they assumed the intent was to have small lots with small, economy homes that would be unattractive and therefore detract from the neighbouring areas. Once the assumptions were voiced, Genstar and City staff were able to clarify that the intent was to provide attractive, quality homes of standard size.

Fort Saskatchewan's experience underscores the need for municipalities to consider the advisability of

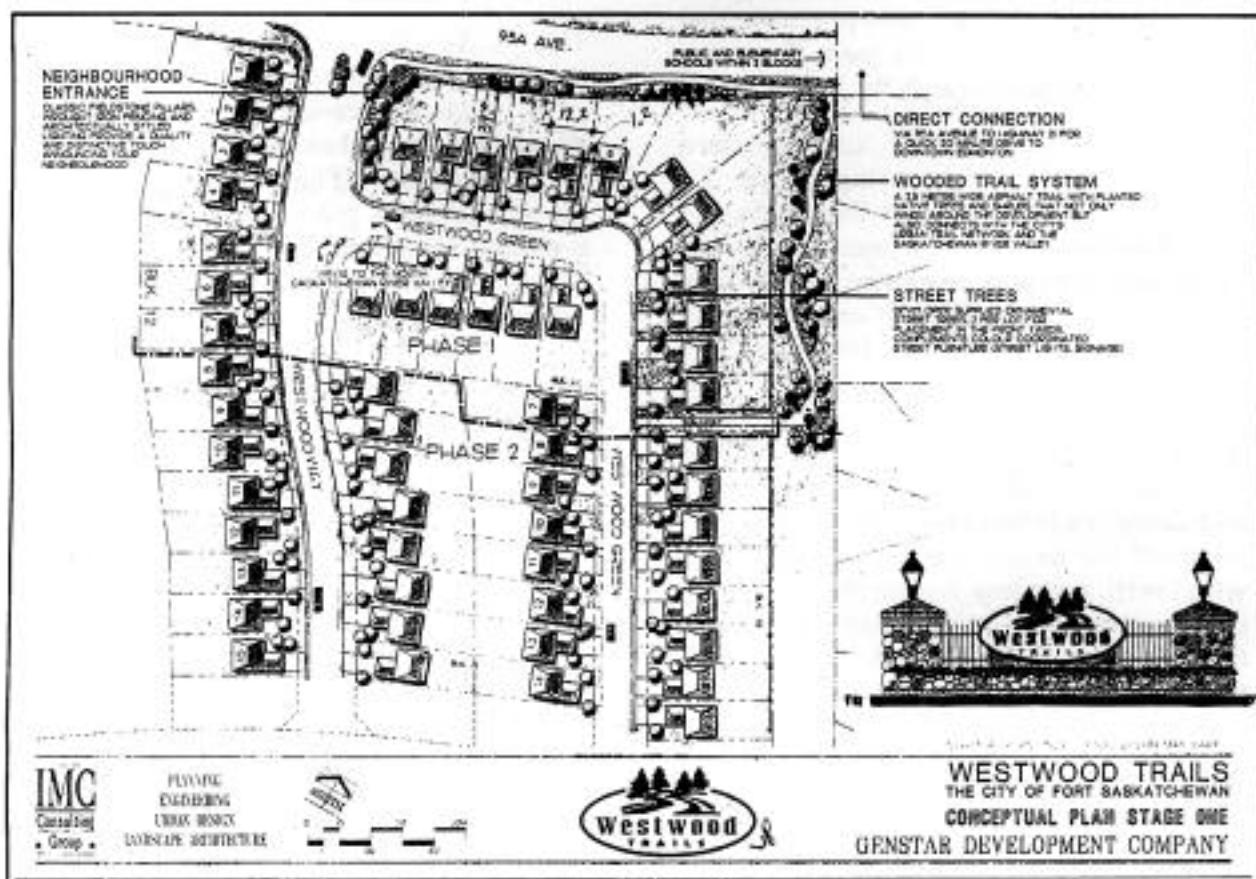
including a proactive communication strategy with respect to regulatory changes. This is perhaps particularly pertinent when a proposed amendment will have an immediate impact on existing neighbourhoods.

The City approved the small-lot subdivision development application in 1993, and the resulting development, Westwood Trails, has been well received in the community. (Figures 3 and 4 present the subdivision plan and house designs prepared for promotional purposes.) With fewer restrictions in place, including development costs required by the City, Genstar was able to include features that contribute directly to the attractiveness of the development. Genstar installed a major neighbourhood entrance feature with landscaped boulevards and medians. This contributed significantly to the developer's objectives to create the best sense of neighbourhood possible. The savings realized by Genstar for the small-lot project have been passed on to consumers, achieving the City's goal of providing affordable entry-level housing.

*The City is pleased to now have some of the most affordable entry-level housing in the area.*

*—Dick Robin, Community Planner  
City of Fort Saskatchewan*

**Figure 3. Westwood Trails Subdivision Plan**



Source: Genstar Development Co.

**Figure 4. Westwood Trails House Designs**

# AFFORDABILITY THAT DOESN'T COMPROMISE QUALITY.

WESTWOOD TRAILS WELCOMES HOMES BY JAYMAN AND ITS EXCITING NEW GALAXY SERIES HOMES.

HOMES BY JAYMAN OFFERS TODAY'S MOST EFFICIENT HOUSING DESIGNS, MOST WANTED FEATURES AND COMPREHENSIVE SERVICE AND WARRANTY COVERAGE.

#### THE CONSTELLATION - 1625 SQ. FT.

A practical two-storey split level with 3 bedrooms. A large "great room" with vaulted ceiling is complemented by a generous-sized dining room opening onto the kitchen. The model offers 2 1/2 bathrooms and a main-floor laundry room.



#### THE POLARIS - 1574 SQ. FT.

An innovative lower level split design with three bedrooms. Easily accessible dining, living and kitchen areas boast soaring vaulted ceilings. The large master bedroom features its own ensuite bathroom.



Galaxy Series Homes are featured in 5 models in a variety of exterior designs. Bungalows to two-storey plans, each with double attached garage, are offered. Ask to see our other exciting plans, including The Orion, The Venus and The Saturn. Make sure you see our complete line of available home plans, including other award winning Homes by Jayman designs and AC Western Signator Series homes.

**GENSTAR**  
Development Company  
*Bringing land to life*

Source: Genstar Development Co.

After completing this project, the City initiated a review of its comprehensive land use by-law, expected to be completed in 1995, which will include a thorough investigation of the needs of the development industry. The discussions and decisions that took place with respect to entry-level housing have provided the municipality with more than an initial understanding of industry interests for this subsequent work.

The process of revising the standardized development agreement resulted in streamlining the overall development approval process. When the standardized development agreement required signing prior to subdivision approval, negotiations—and subdivision approval—took about one year to complete. The approval process now takes one to two months, and completion of the agreement requires only another month or two, because conditions of the standardized development agreement are generally acceptable to developers.

The reduced time and development cost benefits arising from the standardized development agreement review go beyond entry-level housing. These changes will help to provide more affordable housing for other market segments, as the agreement applies to any housing development. For example, in 1993 it took only one month to complete agreements for a 60-unit seniors' housing complex and a 47-lot bareland condominium development.

The City has moved ahead in implementing its Economic Development Marketing Plan to promote itself as a community to live in. As a result of the A•C•T project, Fort Saskatchewan is well positioned to accommodate the housing needs of new residents.

*A major factor in this project's success was that Council and administration reviewed and altered regulatory and procedural blocks which thereby assisted the industry to respond to market demand quickly.*

—Jim Pennell, Development Manager  
Genstar Development Co.

## **APPENDIX**

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# APPENDIX: FORT SASKATCHEWAN SMALL-LOT DEVELOPMENT BY-LAW

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## CITY OF FORT SASKATCHEWAN

### BYLAW NO. C31-92

BEING A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE  
PROVINCE OF ALBERTA AMENDING LAND USE BYLAW NO. 1840  
TO ESTABLISH A RESIDENTIAL PLANNED LOT DISTRICT

WHEREAS, pursuant to the Planning Act, R.S.A. 1980, Chapter P-9 and amendments thereto,  
the Council of the City of Fort Saskatchewan duly assembled enacts as follows:

1. That Section 53 be amended by the addition of "R-PL Residential - Planned Lot".
2. That Section 55 be amended by the addition of the following:

#### R-PL - RESIDENTIAL - Planned Lot

##### 1.0 General Purpose of District

To provide primarily for single detached dwellings on efficient lots.

##### 1.1 Permitted Uses

- (1) Public Parks
- (2) One single family dwelling per site
- (3) Accessory Buildings

##### Discretionary Uses

- (1) Family care
- (2) Accessory Use - Home Occupations
- (3) Places of Worship
- (4) Show Homes
- (5) Schools
- (6) Private Swimming Pools
- (7) Utility Buildings Not Containing Offices

##### 1.2 Regulations

- a) The minimum lot area shall be 408 sq. m (4,392 sq. ft.).
- b) The minimum site width shall be 12.2 m (40.0 ft.), except on corner lots it shall be 13.5 m (44.3 ft.).
- c) The minimum site depth shall be 34 m (111.5 ft.).
- d) The maximum site coverage shall be 35% for principal buildings, 15% for accessory buildings and 45% where a garage is attached.
- e) Minimum front yard shall be measured from the rear edge of the front sidewalk, or curb if there is no sidewalk, and shall be 6.2 m (20.3 ft.); however, the Development Officer, having regard for the siting, house type, street location, utilities, street status and appearance of adjoining residences may adjust the setback requirement to no less than 4.5 m (14.8 ft.) to improve views, privacy and/or to add general interest to the streetscape.
- f) The minimum sideyard shall be 1.2 m (3.9 ft.) for principal buildings up to 7.5 m (24.6 ft.) in height; 2 m (6.6 ft.) for any portion of a principal building over 7.5 m (24.6 ft.) in height; (with that measurement being taken at the midpoint between the roof ridge and roof eave line); 3 m (9.8 ft.) for one sideyard where no front attached garage and no abutting lane is provided.
- g) A rearward setback to the principal building shall be provided of not less than 8 m (26.2 ft.).
- h) The maximum height shall be 10 m (32.8 ft.) and 2-1/2 storeys.

- i) The minimum floor area for 1 storey/bi-level (not including attached garage), shall be 89 sq. m (960 sq. ft.).
- j) The Development Officer has discretion in dealing with the requirements of Section 29 - Corner and Double Fronting Sites in this district.

#### 1.3 Additional Regulations

Discretionary uses shall be developed in accordance with applicable sections of the City Bylaw.

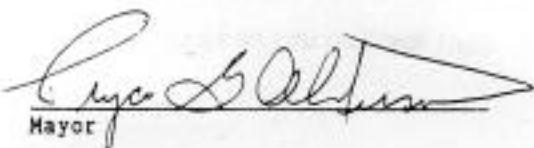
#### 1.4 Design Requirements

The design of dwellings must ensure individuality and a variety of dwellings within the district. This will require consideration of the exterior treatment of colours, materials, textures, floor plans, roof lines and wall openings. The developer will be assigned the responsibility for assuring that proper architectural controls are in place in order to achieve a satisfactory end result.

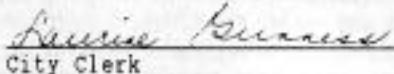
READ a first time in Council this 23rd day of November A.D., 1992

READ a second time in Council this 14th day of DECEMBER A.D., 1992

READ a third time in Council this 14th day of DECEMBER A.D., 1992



Lya S. Altman  
Mayor



Louise Kinnear  
City Clerk

CITY OF FORT MACKENZIE		
APPROVED	DATE	INITIALS
S.T. [initials]	11/29/92	LCJ
Dept: Content	11/29/92	GS
Comm: Principle	11/29/92	FB