Winnipeg
Zoning By-law Review



Executive Summary & Recommendations for Future Improvements

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Project Overview

In May of 2005, the City of Winnipeg retained Clarion Associates to assist the Planning, Property, and Development Department (PPD) in undertaking a comprehensive review of the Winnipeg Zoning By-law. The Clarion Team also included NDLea, McCandless Tramley, and Cushman Wakefield LePage. Landmark Consulting was later added to the team.

A Zoning Advisory Committee (ZAC) was appointed by the City to select the consulting team and oversee the project. The ZAC consisted of representatives from 10 community and industry stakeholder organizations.

The City's stated goals for the revision of the Zoning By-law included implementation of **Plan Winnipeg** and the recommendations of the **Mayor's Red Tape Commission**, as well as modernization and simplification of the By-law in general.

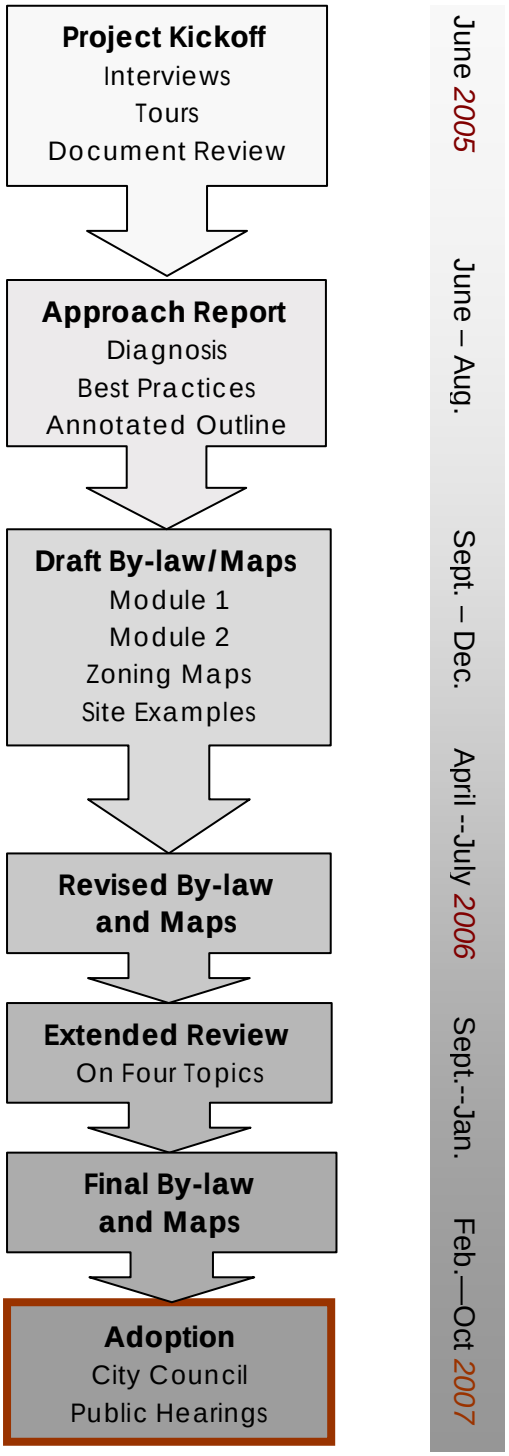
Early in the comprehensive review project, the Clarion Team produced an **Approach Report** organizing the By-law changes into five major themes:

- **Improve the By–law's Clarity and Usability**
- **Strengthen Ties to Adopted Plans**
- **Reduce Reliance on Negotiated Approvals**
- **Simplify and Modernize Zone Districts**
- **Improve Design and Development Quality Through Tailored Standards**

The City and ZAC completed most of the revisions by July 2006, but the project was then extended to the Fall of 2007 to allow more detailed study of four issues:

- Industrial zone districts;
- Signs;
- Urban design; and
- Minimizing "Red Tape".

Maps reflecting the By-law revisions have been prepared.



Key Changes

As a result of the comprehensive review, the Winnipeg Zoning By-law has been modernized, streamlined, and made more flexible. Its provisions are much more closely tailored to both the themes of **Plan Winnipeg** and the changing needs of the real estate market and development trends. It should produce higher quality development with greater predictability and equity among property owners. It can also be updated in the future with less effort and greater accuracy.

ORGANIZATION

To make the Zoning By-Law more user-friendly, the number of chapters has been reduced from thirteen to five:

- **Administration**
- **Definitions**
- **Zoning Districts**
- **Use Regulations**
- **Development and Design Standards**

Organizing the zoning materials in this way reduces repetition and shortens the By-law. Instead of repeating detailed use lists for each zoning district, there is a single table of permitted uses covering all zone districts. Instead of repeating lists of maximum building heights, dimensions, and permitted projections in each district, that information is consolidated into a few tables of bulk standards and a single list of permitted projections covering all districts. The provisions of the Airport Vicinity Protection Area and the X-Rated Store Zoning By-laws were integrated into the revised Zoning By-law -- reducing the total number of Winnipeg Zoning By-laws. Detailed information applicable to specific properties or areas that do not correspond to zoning districts are contained in Schedules at the end of the By-law.

PART 1 – ADMINISTRATION

As in the current Zoning By-law 6400, Part 1 contains information on administration and implementation of the By-law. Much of this material clarifies how the By-law relates to *The Charter of the City of Winnipeg,* and that material has not changed. Additional materials address how the City will treat "non-conforming" uses and structures – i.e. existing buildings and uses that do not meet the requirements of the Zoning By-law. These provisions are also closely constrained by the Charter and have not changed.

Significant changes in Part 1 include references to:

- **Urban Infill Area Maps.** In recognition of the fact that older portions of the City often have smaller and narrower lots, the By-law contains some different standards for parking and landscaping within these areas. These more "urban" standards will promote redevelopment of older areas.
- **Variances for Injurious Effects.** In the future, "variances" to standards in the By-law will only be given if the applicant can show that the By-law creates an "injurious effect" on their property. This change brings Winnipeg into alignment with the almost universal practice in this area – variances should be the exception rather than the norm for development.
- **Transition Rules.** A new section details how the City will "transition" from the old By-law to the new. Existing developments that were legal under the current By-law, but that would require a Conditional Use Order to comply with the new By-law are deemed to have that Conditional Use Order. Applications submitted under the existing by-law can be reviewed and completed under By-law 6400 or the new by-law, at the applicant's discretion.

Part 2 – Definitions

During the preparation of By-law 6400, many definitions of terms were deleted. Clarion believes that the administration of the By-law would be faster and fairer if more key terms were defined, so the list of definitions has been expanded to include most of the uses listed in the use table. In addition, several rules of measurement have been clarified in order to avoid disputes about how distances, heights, and widths of structures and lots are measured. In order to promote user-friendliness, terms with common meanings are not defined. Illustrations have been inserted for several key terms.

Part 3 – Zoning Districts

In the current By-law, materials about the various zone districts are spread over seven chapters (chapters 4 through 10). Each chapter addresses a classification of uses (i.e., residential, commercial, industrial) permitted in that district, the minimum and maximum sizes of lots and buildings in each district, required yards and permitted projections into those yards for each district, etc. The result is lots of repetition that gives rise to inconsistencies as the By-law is amended over time.

The new By-law changes this approach significantly. All of the available zone districts are described in Part 3, but provisions on permitted uses, required yards, projections, and other development standards are consolidated into Parts 4 and 5. In order to increase flexibility, the menu of zoning districts available in Winnipeg has also changed significantly. The number of zoning districts has been reduced from 44 to 26 by consolidating some similar districts. In addition, two new flexible planned development overlay districts are available for implementing district- or site-specific standards. More importantly, the new districts are better matched to the types of development encouraged by **Plan Winnipeg**, and allow additional flexibility for commercial and industrial uses to respond to market forces, as called for in the **Red Tape Report.**

Significant changes include:

- **New PR3 district** to be used for regional-scale parks and entertainment complexes.
- **Three new mixed use districts** – RMU, CMU, and MMU – to reflect strong trends towards these types of development. The MMU district has received several rounds of review to ensure that it allows significant flexibility for high-quality business parks with a predominantly non-retail character.
- **New EI district** to facilitate the planning and development of large educational and institutional uses. Institutions in this district will need to prepare master plans covering future operations.
- **Consolidation of commercial districts** from eight to four ("neighbourhood", "community", "corridor", and "regional") to provide more flexibility.
- **Consolidation of industrial districts** from nine to three ("light", "general", and "heavy"). An initial proposal to create a "temporary" MP zone district for industrial parks was withdrawn after additional mapping was able to assign these industrial parks to one of the three new zone districts.
- **Two new "Planned Development Overlay" district categories**. **PDO-1** will be used to supplement base zoning districts with additional controls applicable on an area-wide basis – such as Boulevard Provencher, the Airport Vicinity Protection Area, the Warman Road packing plant area, , and the existing neighborhood shopping areas. **PDO-2** districts will be used for tailored controls on a site-specific basis.

ZONING DISTRICTS	
Current	**New**
Agricultural and Park Districts	
A	A - Agriculture
PR1	PR1 - Parks and Recreation
PR2	PR2 - Parks and Recreation (Community)
	PR3 - Parks and Recreation (Regional) NEW
Residential Districts	
A.5	RR5 - Rural Residential (5 acre)
RR-2	RR2 - Rural Residential (2 acre)
R1	R1 - Residential (Single-family)
R2	R2 - Residential (Two-family)
R2-T	
RM	RMF - Residential (Multi-family)
	RMU - Residential Mixed-Use NEW
MH-P	RMH - Residential (Mobile Home Park)
Commercial and Institutional Districts	
C1	C1 - Commercial (Neighbourhood)
C1.5	
C2	C2 - Commercial (Community)
OI	
BP	
C3-1	C3 - Commercial (Corridor)
C3-2	
C4	C4 - Commercial (Regional)
CR	
	CMU - Commercial Mixed-Use NEW
	EI - Educational and Institutional NEW
Industrial Districts	
	MMU - Manufacturing Mixed-Use NEW
CF	M1 - Manufacturing (Light)
M1	
M1-B	
MP-1	
MP-S	
M2	M2 - Manufacturing (General)
MP-2	
MR	
M3	M3 - Manufacturing (Heavy)
Planned Development Overlay Districts	
	PDO-1 - Planned Development 1 (District)
	PDO-2 - Planned Development 2 (Site Specific)

Part 4 – Use Regulations

Organization

Part 4 of the By-law consolidates all information about which uses are permitted in each zoning district, which uses require conditional use approval, and which uses are subject to special standards to mitigate possible impacts on surrounding neighbourhoods. The information is consolidated into the following sections:

- **Principal Use Table;**
- **Accessory Use Table;**
- **Temporary Use Table; and**
- **Use–Specific Standards**

Principal Uses

The long lists of detailed uses in the current By-law have been consolidated into fewer, broader categories. This will reduce the need for fine-grained categorization of uses with very similar land use impacts, as well as the need to apply for rezonings or variances in many cases. Overall, the number of discrete uses has been reduced from 460 to 140. Four major consolidations created the following broad categories:

- **Light Industrial**
- **Heavy Industrial**
- **All Retail Sales and Services Unless Otherwise Listed**
- **All Personal Services Unless Otherwise Listed**

Permitted use lists for industrial zone districts now focus more clearly on industrial, and not commercial, uses. A review of Conditional Use and Variance orders over the past several years revealed that Winnipeg is currently processing about 1500 of these approvals each year – much higher than other cities this size – and that in many cases the same conditions were consistently being applied to

these orders. In order to ease administration and reduce time required for approvals, some land uses have been changed from conditional uses to permitted uses subject to use-specific standards that incorporate these commonly-applied conditions. Finally, use controls currently found in the Airport Vicinity Protection Area and X-rated Store Zoning By-laws are now found in Part 4.

Accessory Uses

Accessory uses are uses that are permitted only in conjunction with a permitted primary use on the site. The big changes in this area concern **Home-Based Businesses** – non-residential activities that are permitted as long as the primary use of the property remains residential. The current By-law lists permitted home occupations and the conditions that apply to each. However, the number and type of home occupations (particularly home office-based work) can change so quickly that a list-based approach is not efficient. The revised By-law now follows an **"impact-based" approach.** Activities with no or low impacts on neighbours are permitted without additional approval, subject to specific conditions. Activities with potential impacts require conditional use approval. Finally, there is a short list of prohibited activities that has been expanded to include auto brokerage and home auto body and repair.

Use-Specific Standards

In many cases, a single defined use may be acceptable in many different zone districts, but more controls may need to be applied in certain locations. For example, commercial uses that may operate at all times of day in commercial zones may need to have limited hours when adjacent to homes. After discussion, however, a proposed restriction on evening operation of drive-throughs adjacent to residential districts was deleted. In addition, some uses have always required special standards to mitigate impacts, and those standards appear in this section. Among others, the **adult uses** formerly regulated through the X-Rated Store By-law, and controls on **telecommunications towers** now appear in this section.

Table 4-1: Principal Use Table[221]

P=Permitted | C=Conditional | *=Use-Specific Standard Applies in this Zoning District

ZONING DISTRICT / USE CATEGORY / TYPE	A	PR 1	PR 2	PR 3	RR 5	RR 2	R1	R2	R MF	R MU	R MH	C1	C2	C3	C4	C MU	EI	M MU	M1	M2	M3	MP	Use-Specific Standards (Section)	Parking Category
Research Institution														P	P		P	P	P	P	P	P		18
Personal Services																								
All personal service uses (unless otherwise listed)										P*		P*	P*	P	P	P	C	P	P				87	20
Body modification establishment													C	C	C			C						20
Cheque-cashing facility													C*	C*	C*			C*	C*				81	21
Funeral chapel or mortuary	C												C	C	C			P	P	P				6
Medical/dental/optical/ counselling clinic										P*		P*	P	P	P	P	P	P	P	P			84	20
Retail Sales																								
All retail sales uses (unless otherwise listed)										P*		P*	P*	P*	P	P*		P*	P*				88	20
Auction room													C	P	P	P*		P*	P*	P	P		80	13
Landscape or garden supplies	P												P	P	P	P		P	P	P				20
Supermarket													P*	P	P	P*		P*	P*				89	20

A selection from the new principal use table. Columns at the right end of the table include cross-references to use-specific standards and parking requirements.

Part 5 – Development & Design Standards

This new chapter consolidates the "bulk standards" spread out through chapters 4 through 10 of the current By-law, as well as information from chapters 11 (Parking) and 12 (Signs). Importantly, though, it goes further to include new quality controls designed to implement the goals of **Plan Winnipeg** and other planning documents without the need for case-by-case negotiations and frequent zoning agreements with property owners.

With these controls, Winnipeg will move towards the mainstream of land use regulation in North American cities, which is to set objective standards ensuring at least a minimum level of quality in development, landscaping, and signs.

TOPICS COVERED IN PART 5

- **Dimensional (Bulk) Standards**
- **Special Yard Requirements**
- **Permitted Projections**
- **Parking and Loading**
- **Signs**
- **Landscaping and Buffering**
- **Lighting**
- **Design Standards**
- **Alternative Equivalent Compliance**

Dimensional Standards

This section consolidates all materials from chapters 4 through 10 of the current By-law regarding minimum lot sizes; required front, side, and rear yards; maximum building heights; and permitted projections into required yards and through height limits. In developing these standards, many of the most common sources of applications for variances were addressed. The significant changes in this area include:

- Refining residential districts to focus on minimum **lot sizes** rather than lot width – which is the mainstream approach. Current single- and multi-family lot width categories are consolidated into "small," "medium," and "large" groupings.
- Requiring that new construction in existing neighbourhoods **"align"** with the established front lot depths established in that area.
- Requiring that new lots created near existing neighborhoods **reflect existing lot patterns** along their boundaries if needed to "fit in" with the neighbourhood.
- Allowing the use of **alternative development patterns** – such as bare land condominiums, auto courts, loop lanes, and flag lots – if standards are met.

Parking and Loading

This section carries forward the parking standards contained in chapter 11 of the current By-law. In some cases, off-street parking requirements have been reduced based on best practices in other North American cities. To better address actual parking impacts, and to simplify use, the new table categorizes uses based on their parking requirements. In addition, in order to ensure consistency and efficient reviews, all of the use types listed in Part 4 are now included in the parking table. Therefore, the total number of parking categories has been increased from the 15 current groups to 24.

In addition, to promote investment and usability of constrained sites, required parking is reduced for **mixed use developments** and for development located in **Urban Infill Areas.** Property owners may also submit a parking management plan proposing an alternative way to satisfy parking needs.

In addition, this section includes new requirements for:

- **Maximum parking limits**
- **Accessible parking spaces**
- **Bicycle parking**
- **Vehicle queuing spaces for certain uses**
- **Parking lot layout**
- **Parking visibility for safety**
- **Parking lot landscaping**
- **Parking lot lighting**
- **Limits on parking on residential lots**
- **Vehicle display areas**

Topics related to parking proved to be controversial within the Zoning Advisory Committee. As a result of discussions, the following changes were made from earlier drafts of the new By-law:

- Provisions addressing the design of snow removal areas were removed.
- Requirements for parking lots to provide pedestrian walkways to major building entrances were limited to large parking lots.
- Provisions for 50% of commercial parking to be located beside or behind primary buildings were eliminated.

Signs

This section carries over the provisions of chapter 12 of the current By-law with significant revisions.

Control of **mobile signs** is one of the areas where Winnipeg's current By-law is furthest away from the mainstream of land use regulation, and one that has required extensive discussions with stakeholder groups. The new provisions limit mobile signs to:

- Maximum height of 8 feet;
- Maximum 2 signs per zone lot;
- Minimum sign separation of 65 feet; and
- Maximum duration of 90 days not more than 3 times each year.

The maximum height of permanent **freestanding (pylon) signs** would be reduced from a maximum height of 45 feet to 30 feet in some districts, and from 35 feet to 20 feet in some other districts. Maximum sign height in the new MMU district will be 20 feet.

New provisions for animated signs and **electronic message boards** allows those signs in most commercial and industrial zones (except C1), but require 500 foot spacing and conditional use approval for those with moving copy over nine inches high.

Landscaping and Buffering

The revised By-law sets reasonable baseline standards for landscaping rather than requiring that landscaping be negotiated on a case-by-case basis through rezonings or zoning agreements. These new standards are based on conditions currently included in many negotiated approvals and practices in other North American cities. Alternative standards are available to address constrained sites in Urban Infill Areas.

All development above certain size thresholds – except single- and two-family residential uses and mobile home parks – will now have to install and maintain the following types of landscaping:

- **Street edge landscaping**
- **Building foundation landscaping**
- **Parking lot interior landscaping**

In addition, where a commercial or industrial district is adjacent to a single- or two-family district, the commercial or industrial district must install **site edge buffering** along those boundaries. Finally, the edges of any parking area adjacent to a residential district must be buffered with landscaping.

The new By-law also includes an **incentive to protect larger existing trees** on site. For each tree preserved, the owner receives credit against landscaping otherwise required – the larger the tree being preserved, the larger the credit given. After discussion, the By-law does not include a requirement to protect mature

trees, but instead relies on this incentive-based approach for their preservation.

Lighting

This new section consolidates references to site lighting in the current By-law and supplements them with a limited number of additional controls designed to minimize the impacts of improper lighting or over-lighting on adjacent properties. Key provisions include:

- Where parking lots are lighted, the lighting must provide a relatively uniform level of lighting (for safety)
- The height of parking lot light standards must not exceed 35 feet, or 25 feet near residential properties
- Service station canopy lighting must be indirect or the fixtures must not extend below the lower edge of the canopy

Design Standards

Plan Winnipeg clearly calls for increased levels of design quality in Winnipeg. This new section sets reasonable baseline standards to address some of the project design issues that have previously been addressed through time-consuming case-by-case negotiations. This approach ensures a level playing field and minimum standards for design quality in multi-family, commercial, institutional, industrial, and mixed use projects.

Multi-family design controls address:
- Accessible walkways
- Pedestrian and bicycle access
- Rooftop equipment screening
- Visibility of common areas

Commercial and institutional controls address:
- Articulation of long facades – through 4 menu options
- Entryway design
- Rooftop equipment screening
- Accessible walkways between buildings in multi-building developments

Large commercial buildings (over 65,000 square feet with a predominant single user) are subject to additional controls addressing:
- Façade design
- Pedestrian-oriented features
- Pedestrian and bicycle access

Industrial controls address:
- Articulation of long facades – through 3 menu options
- Entryway design

Owners of **mixed use** developments may choose which set of applicable design standards will apply to the development. For example, a mixed multi-family/commercial development may choose to comply with either the multi-family residential or the commercial design standards.

Development within **Planned Development Overlay districts** may negotiate design standards as part of the negotiations for the overlay rezoning, or may decide to cross-reference the design standards set forth in the By-law.

After discussion, controls on building materials, and requirements for four-sided design were not included in the revised By-law.

Alternative Equivalent Compliance

The use of objective standards for parking, landscaping, lighting, and project design is clearly the mainstream approach to balance desires for development quality with desires for quick project approval. However, there are usually alternative ways to address these topics that would result in equivalent or better design that responds to unique site or neighborhood characteristics. Therefore, the revised By-law allows applicants – at their option – to propose alternative ways to meet the intent of these By-law sections. The Director is authorized to approve alternatives only if they provide at least "equivalent" performance -- that is, if the proposal:

- Achieves the stated intent of the standard, the By-law, Plan Winnipeg, and any approved Secondary Plan as well or better than the specific standard in the By-law;

and

- Results in benefits to the community equal to or better than compliance with the specific standards; and
- Impose no impacts on adjacent properties greater than those that would occur with the specific standard.

SCHEDULES

Some materials are too area- or site-specific, or may be amended too frequently, to be included in the text of the By-law itself. Placing those materials in schedules at the end of the By-law allows for future amendments or updating of these materials without requiring frequent amendments and re-numbering of the body of the By-law.

For those reasons, the following materials are included in Schedules attached to the new Winnipeg Zoning By-law.

SCHEDULES
A: List of Adopted Secondary Plans
B: Zoning Maps
C: Urban Infill Area Maps
D: Airport Vicinity Protection Area Overlay District
E: Boulevard Provencher Planned Development Overlay District
F: Warman Road Planned Development Overlay District
G: Neighborhood Main Streets Planned Development Overlay District
H: Additional Yard Requirements for Lots Adjacent to Stormwater Retention Basins
I: Special Yards
J: Lots Adjacent to Greater Winnipeg Gas Easement
K: Additional Area-Specific Yard Requirements

Mapping

What Happens to the Zoning Maps?

Zoning By-laws include both the text of the land use regulations and the maps that apply those regulations to each property. When the text is changed to consolidate, create, or delete zoning districts, the maps must be re-evaluated to determine which of the new districts are most appropriate.

Principles for Conversion

The intent of this task was to "convert" existing zoning districts into new zoning districts. The purpose was not to "rezone" the city. To do this, we followed four principles:

- Conversions of the old districts to new districts were made based on **objective rules** applicable to all properties similarly situated.
- The rules identified the new zone district that **most closely matched** the intent of the existing zoning district and the character of the area.
- Where **existing industrial areas** were already developed with commercial uses, they were rezoned to commercial districts.
- **Vacant lands** were not rezoned or otherwise affected by the process.

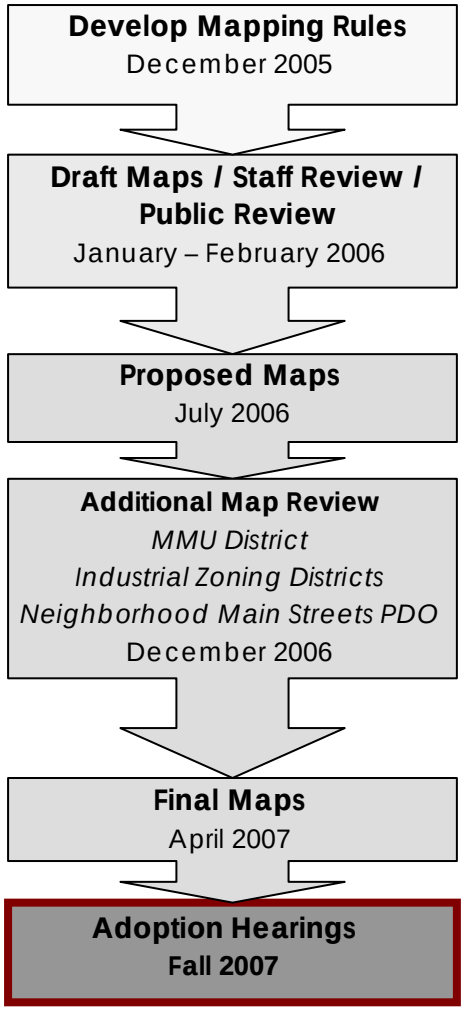
In many cases, map changes simply reflect **re-labeling** districts to match the district names in the new By-law. For example, properties zoned A.5 under the current By-law were relabeled to RR5 in the new By-law.

Where lands in an industrial zoning district were in fact in commercial use, those lands were redesignated in a commercial zone district.

In exceptional cases, zoning district lines were adjusted to correct historic errors, to match lot lines, to avoid split lot zoning, or to remove minor non-conformities.

Refinement of Rules and Maps

Application of the rules resulted in a set of draft maps that were reviewed by the City and the public in February and March, 2006. , The rules were then refined to allow more accurate sorting of commercial lands based on parcel size and location on regional streets, and a set of revised maps were prepared. These maps will appear as Schedule B to the new Winnipeg Zoning By-law. Individual review and rezoning of sites was required for industrial parks and business parks in order to re-allocate existing sites into a new, shorter list of industrial zone districts and achieve the goal of simplifying the zone district structure.



Recommendations for Future Improvements

Implementing the New By-law

Transition from an existing zoning system to a new one goes more smoothly if all parties commit themselves to a few key principles of good governance.

- **Everyone involved in the development process – property owners, neighbors, financers, and staff – will need to learn the new system, and that will take time.**
- **The New zoning provisions need to be interpreted consistently and communicated consistently to staff, property owners, and other citizens.**
- **The new By-Law needs to be applied fairly, based on the circumstances of individual parcels.**
- **The new substantive provisions of the Zoning By-law need to be reflected in changes to the Development Procedures By-law, fee structures, and enforcement tools appropriate to the new content.**
- **The new By-law needs to be periodically reviewed and updated to correct errors and omissions, to reflect new economic forces and development trends.**

The following steps can help implement these principles and ensure a smooth transition from the old by-law to the new.

Use the Delay Before the Effective Date as an Orientation Period.

The time between the adoption of the new Zoning By-law and the date it becomes effective should be used to help all parties to learn to use the new By-law. Most importantly, as City staff continues to review applications under the current By-law, they should practice reviewing the same applications under the new By-law. As questions arise, PPD leadership should offer guidance and compile those questions and answers into a staff document.

Orient Staff in the Use of Overlay Zoning Districts

Overlay zoning districts are an important new tool to implement **Plan Winnipeg** and adopted Secondary Plans. When applications are filed in overlay zoning districts, project review staff should document what portions of the base zoning districts were modified by the overlay and should share that information with other zoning staff, so that both the intent and the specific requirements of each overlay district can be achieved.

Turn Real Applications into Learning Tools

As City staff practice applying the new By-law, the experience from real-life applications applying the new use categories and development standards should be disseminated to all of the development review staff. A portion of staff meeting time could be taken to review decisions made in applying the new By-law to known applications, so that staff can make consistent decisions on similar applications in the future.

Maintain a Transition Web Page

Some members of the public will only become aware of the new By-law when they consider improvements to their property. To answer their questions efficiently, the City should convert the current project web page into a By-law transition web page including a summary of the revision project, the Executive Summary of changes, links to the revised zoning maps, and a telephone number where additional information can be obtained.

Establish a Regular Schedule for Review and Amendment of the By-law.

As staff begins to apply the new By-law, it is not unusual to discover that minor amendments are needed. The City should collect those changes and bring them forward at the end of a defined period – say, one year after adoption -- rather than in a piecemeal fashion. In addition, the City should establish a regular schedule for review and amendment of the By-law. It would be best if this schedule could coincide with the five-year schedule for review of **Plan Winnipeg** in order to keep the plan and the by-law consistent.

Explore Improved Enforcement of Mobile Sign Provisions

As part of the negotiations over mobile sign regulations, the PPD and the Mobile Sign Association agreed to explore:

- Posting permits on signs;
- Increased sign fees for enforcement;
- Increased fines for illegal signs;
- Sign limits on "image corridors";
- Licensing/bonding sign operators; and;
- A progress review after 18 months.

Addressing Related Issues

While drafting the revised Zoning By-law, the Clarion Team became aware of several related issues that should be addressed by the City of Winnipeg. In general, these were issues that are related to other governance reform efforts being undertaken by the City.

Revise the Development Procedures By-law

The substantive changes in the new Zoning By-law will be easier to implement if the *Development Procedures By-law* is revised in complementary ways. We have delivered to the City a letter identifying nine principles to bring Winnipeg's development review procedures closer to those of progressive North American cities.

- **Reduce the number of steps required for development approval**
- **Create and use a Planning Commission**
- **Empower the Director to make more decisions**
- **Avoid empowering NIMBYs**
- **Build in flexibility**
- **Use an administrative site plan approval process**
- **Limit development agreements to truly unique situations**
- **Move away from use variances**
- **Simplify amendments to existing approvals**

In addition, we recommend that the City consider changes to the Development Procedures By-Law to reflect substantive Zoning By-law provisions regarding:

- **Tree preservation**
- **Landscape plans**
- **Parking management plans**
- **Alternative equivalent compliance**

These should be considered as the City continues its **Permits X-Press** process.

Implement New Review Processes

As Clarion and City staff drafted substantive standards for **telecommunications towers**, we also drafted a review process for tower applications. Those procedures belong in the *Development Procedures By-law*, and that By-law should be amended to include them.

Similarly, procedures for the adoption of **Planned Development Overlay (PDO) districts** have also been suggested and need to be integrated into the *Procedures By-law.* The revised by-law also includes new provisions regarding the review and approval of master plans for institutions like hospitals and university campuses in the new **Educational & Institutional district**. New procedures for the adoption and amendment of those master plans should also be added to the *Procedures By-law*.