COMPLETE COMMUNITIES
CHECKLIST & TOOLBOX

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DILLON CONSULTING

Winnipeg

The City of Winnipeg employed Dillon Consulting to create a

"MADE IN WINNIPEG" COMPLETE COMMUNITY CHECKLIST AND TOOLBOX

in collaboration with the development industry. Through a series of workshops, stakeholder sessions and open houses with industry, the Complete Communities Checklist and Toolbox was created, providing a common and transparent framework to proactively discuss development opportunities with industry partners.

THE CHECKLIST

The Complete Communities Checklist is a non-regulatory tool which will provide a consistent and comprehensive guide to Complete Communities objectives. It was developed in concert with the development community and provides the Public Service and developers with the ability to work together at the outset of a development project with the goal of achieving desired community outcomes.

The Checklist will assist in:

- Assisting both parties in identifying the best approach to meeting planning and development objectives;
- Assessing the extent to which a proposed development aligns with the goals of Complete Communities prior to or during the application process – in order to determine what, if any, enabling tools the development may qualify for.

The Checklist will not be used as a means to assess whether a development application will be supported by the Winnipeg Public Service or City Council.

THE TOOLBOX

By employing a variety of enabling tools, the City of Winnipeg has the ability to promote development projects that align with Complete Communities objectives. (see Section 14, Direction 3 of the Complete Communities Direction Strategy). The Complete Communities Toolbox includes 12 tools that fall into five broad categories, including:

1. Planning
2. Capital Budget & Infrastructure
3. Incentives
4. Leadership, Partnership, and Sponsorship
5. Demo Project and Awareness

HOW TO USE THE COMPLETE COMMUNITIES CHECKLIST AND TOOLBOX

The Checklist is a tool to assess whether a development proposal qualifies for enabling tools. It is not be used to assess whether a development application will be supported. There are a number of general steps related to the Complete Communities Checklist and Toolbox process:

1. Applicant will have an initial meeting or conversation with City staff to determine whether the Checklist is to be used. **The Checklist is optional**. If an applicant chooses not to use the Checklist, they will proceed with the normal development approval process.
2. If the Checklist is used, the development Planner and applicant will meet and have a discussion based around the checklist questions. The discussion will be collarborative and focus on how both the City and developer can work together to advance complete communities objectives.
3. Staff in various departments will review the completed Checklist and will have a follow up meeting with the applicant to discuss the submission. This will allow for more detailed dialogue and collaboration around specific components of the project and potential tools.

The Complete Communities Direction Strategy, which has been adopted as a Secondary Plan By-law by City Council (By-law 68/2010), serves as Winnipeg's land use and development strategy. It describes Winnipeg's physical characteristics and lays out the framework for future physical growth and development.

Section 14 of Complete Communities explains how the Complete Communities Direction Strategy is to be implemented. It states that one of the ways the plan will be implemented is through the creation of a Complete Communities Checklist (Direction 4).

COMPLETE COMMUNITIES
CHECKLIST
CENTRES, CORRIDORS, AND MAJOR REDEVELOPMENT SITES
EMPLOYMENT AREAS
NEW COMMUNITIES

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CENTRES, CORRIDORS, AND MAJOR REDEVELOPMENT SITES

		LEAD ROLE		ENABLING TOOLS				
		CITY RESPONSIBILITY	DEVELOPER RESPONSIBILITY	PLANNING	CAPITAL BUDGET ALIGNMENT	FINANCIAL / NON-FINANCIAL INCENTIVES	LEADERSHIP, PARTNERSHIP, SPONSORSHIP	DEMONSTRATION PROJECT
ADVANCE CONSIDERATIONS • Is the development infilling adequately serviced, vacant land in an otherwise developed area? • What risks and the benefits to the community are associated with the proposed development? Are they understood and communicated up front? What is the overall impact of thedevelopment to the city? (revenues, job creation, carbon emissions, infrastructuremaintenance, connectivity, global profile).								
INNOVATION AND OPPORTUNITY								
1	Is there an opportunity for density and land use to evolve over time? Are the infrastructure, zoning, and amenities in place to accommodate the evolution of use of land including future density like multiple family residential development adjacent to commercial nodes and public places? Can limits to density and/or the mix of land uses along this particular corridor and/or centres be minimized? Is height limited on the north side of east-west corridors to maximize sunlight?	√	√					
2	How are interesting new and innovative ideas being proposed, analyzed with cost-benefit, and supported? For example, naturalized stormwater systems, mixed and flexible uses of land, urban agriculture.	√	√					
3	Has the developer / City considered options and incentives to incorporate and develop under-utilized or obsolete land and/or buildings, e.g. brownfield, greyfield, combined facilities?	√	√					
INTEGRATION WITH COMMUNITY								
4	What kind of public consultation process makes sense to ensure open and transparent communication and information sharing up front?		√					
5	Does the development provide new services and/or local employment to surrounding communities? To the city?		√					
6	Are there opportunities for non-market housing (housing for independent living that is owned by government, non-profit, or cooperative society where rents are not based on the market but on residents' ability to pay)?	√	√					
INFRASTRUCTURE AND TRANSPORTATION								
7	Is there an opportunity for the City, developer, or not-for-profit agencies to enhance the project through the introduction of arts and cultural elements or programs?	√	√					
8	What parking innovations (e.g. bike parking, car shares, shared parking) are the developer and the City proposing and contributing toward in order to use the land efficiently?	√	√					
9	Does adequate infrastructure exist to service the site or can it be easily upgraded?	√	√					

10	Does the development integrate and connect transportation options (transit, sidewalks / trailways, AT paths, and streets)? Has the development been designed according to the principles of Transit Oriented Design? Does the proposed development promote active transportation and amenities?	√	√					
11	Is there consideration about how the development relates to the future of the adjacent and nearby streets? For new streets, is there provision and accommodation of future adjacent and nearby development?	√	√					
12	Are corridors and connections to centres developed to serve a broader community purpose beyond the efficient movement of people and goods? Are the developer and the City contributing to Complete Streets as a key element of the public realm? Does the development and the right-of-way enable and facilitate more people on the street?	√	√					
13	For Centres, is the activity node serviced by transit and active transportation routes that are aligned and fully accessible?	√						
14	Are there any heritage features that have been incorporated or enhanced related to re-use of buildings? Are there opportunities to enhance the urban forest and maintain significant on-site environmental features?		√					
URBAN DESIGN AND PUBLIC SPACES								
15	Is public investment directed to public spaces and the public realm where density and development is desired? For example, is the development located at an identified city node? What is the Developer's investment in the public realm at the identified node? What is the City's investment? Is there an opportunity for any public facilities to align with the private development or are there any opportunities for private investment to align with the public development?	√	√					
16	How is density being encouraged within "walking" distance on either side of a corridor / node to maximize potential walkability and local market for increased density along the corridor?	√						
17	Is the development incorporating environment-friendly building innovations, including xeriscaping, building orientation for passive solar benefits, renewable energy systems, "green" materials, enhanced waste diversion, onsite stormwater reduction measures, re-use of existing structures?		√					
18	How can design of the development and the public realm address safety, Crime Prevention Through Environmental Design – CPTED, and accessibility. Universal Design?		√					
OTHER CONSIDERATIONS								
19	Are there any other components of Complete Communities that could be advance by this proposed development? (e.g. food security, secondary suites, etc.)	√	√					

EMPLOYMENT AREAS

		LEAD ROLE		ENABLING TOOLS				
		CITY RESPONSIBILITY	DEVELOPER RESPONSIBILITY	PLANNING	CAPITAL BUDGET ALIGNMENT	FINANCIAL / NON-FINANCIAL INCENTIVES	LEADERSHIP, PARTNERSHIP, SPONSORSHIP	DEMONSTRATION PROJECT
INNOVATION AND OPPORTUNITY								
1	What are the innovative features of the development and are there City processes that must be streamlined to enable the innovation?	√	√					
2	What provisions and/or features are in place to accommodate the evolution of land uses over time (e.g., density, commercial, and community facilities)?	√	√					
3	Has the developer / City considered options and incentives to incorporate and develop under-utilized or obsolete land and/or buildings, e.g. brownfield, greyfield, combined facilities?	√	√					
4	Does the development incorporate environmental initiatives, e.g. green building design, low impact development standards, third party (or equivalent) green standards?		√					
5	Does the development serve a regional or a local market or both? What is the multi-modal transportation impact of the service area?	√						
INTEGRATION WITH COMMUNITY								
6	What kind of public engagement process makes sense to ensure open and transparent communication and information sharing up front?		√					
7	What opportunities exist to ensure the employment lands are an integral part of the community and not separate and isolated, like shared services and/or neighbourhood amenities (trails, theatres, coffee shops, etc.).	√	√					
8	Does the development present an opportunity to introduce residential living environments into or near a business park or institutional employment area?		√					
9	If the proposed development is a campus design (e.g., hospital, university, research park), is there a diverse mix of land uses envisioned that complement its operation(s)? Does the road network permit non-circuitous transit routes?		√					
10	Does the development lend itself to linear parkways, plazas, passive recreation and other public spaces versus active recreation for land dedication? Is there an opportunity to provide regional or city-wide recreation / sports facilities in the proposed employment area to meet the land-intensive needs of city-wide recreation and sports programs? Does the location of activity nodes facilitate multi-modal access?	√	√					

URBAN DESIGN AND PUBLIC SPACES								
11	Does the proposed development establish open space that encourages environmental preservation, high-quality urban design, art and cultural element, and/or public spaces? Is the ROW part of the open space opportunity?	√	√					
12	Does the development include elements of Crime Prevention Through Environmental Design (CPTED) and Universal Design (accessibility)?		√					
13	Does the proposed development promote active transportation and amenities for employees and others? (building location, bicycle parking, carpool privileges, transit serviceability, low emission vehicles, near AT routes). Is the proposed employment development located within a reasonable distance to housing, retail, commercial and recreational amenities to meet the needs of the employment lands workforce?	√	√					
14	Are there any heritage features that have been incorporated or enhanced or heritage considerations related to re-use of buildings? Are there opportunities to enhance the urban forest and maintain significant on-site environmental features?		√					
INFRASTRUCTURE AND TRANSPORTATION								
15	Is the development close to formalized transportation corridors (rapid transit corridor, rail, road, air)? Does the development respect planned regional transportation corridors by minimizing impact.		√					
16	Has multi-modal access to adjacent neighbourhoods, residential areas, and commercial nodes been incorporated in the proposed development? Does the proposed (new and/or existing) street and trail network facilitate effective and efficient transit service and walkability to provide sufficient coverage to support access needs for area businesses and employees? Has the development been designed according to the principles of Transit-Oriented Design? Is there an opportunity for transit investment versus roadway investment?	√	√					
17	If in the vicinity of the airport, does the proposed development consider any potential impacts on Federal Airport Regulations that will affect development outside the airport lands? Does the proposed development impact the “24-7 airport” operation?		√					
18	If in the vicinity of CentrePort Canada’s 20,000 acre footprint, does the proposed development respect CentrePort Canada Inc.’s priorities / expected development at CentrePort?		√					
OTHER CONSIDERATIONS								
19	Are there any other components of Complete Communities that could be advance by this proposed development? (e.g. food security, secondary suites, etc.).	√	√					

NEW COMMUNITIES

ADVANCE CONSIDERATIONS

- Are trunk services installed? If not, is installation of trunk services in the City's short term plan to allow development of designated lands?
- What are the key components of the development that are specifically designed to adhere to existing City plans and policies, i.e. Development Agreement Parameters, use of land dedication, use of right of ways, alternative standards?
- Have the lifecycle costs to the municipality of proposed infrastructure been considered? …. and what are they? "How can we help you make this happen?"

		LEAD ROLE		ENABLING TOOLS				
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INNOVATION AND OPPORTUNITY								
1	What are the innovative features of the development that contribute to a Complete Community and what City processes must be streamlined to enable the innovation? For example: environmentally-friendly building innovations, low-impact infrastructure, flexible land use, alternative energy, conservation development. Street orientation for passive solar benefits, third party certified (or equivalent) building design guidelines, waste minimization strategies, etc.	√	√					
2	Does the development include provision for non-market housing (housing for independent living that is owned by government, non-profit, or cooperative society where rents are not based on the market but on residents' ability to pay)? Are there public and/or non-profit sector partners and a plan to support non-market housing in the area?		√					
3	What provisions and/or features are in place to accommodate the evolution of land uses over time, i.e. density, commercial, ROW requirements, and community facilities? (examples include flexible plans, zoning, transit stops, station, right-of-way and routes, and infrastructure capital planning based on development forecasting) Are there any opportunities to pre-zone commercial or multiple-family for future development, for example parkades to condos, large format retail to recreation centres?	√	√					
INTEGRATION WITH COMMUNITY								
4	What kind of public engagement process makes sense to ensure open and transparent communication and information sharing up front? Does the development affect other jurisdictions?		√					
5	What is the larger 'community' to which this development will contribute? How does it complement and balance the current and anticipated mix of land uses? (schools, community centres, recreation, public space, local employment). How can the development be physically linked to adjacent development so that efficient transit routings can be implemented?		√					
6	Does the development serve a regional or a local market or both? Is this a neighbourhood scale or a community scale development? (note market capture is different than scale of development)	√						

URBAN DESIGN AND PUBLIC SPACES								
7	Are community services, schools, and recreational facilities, as envisioned in an overall Parks, Places and Open Spaces strategy, located in the vicinity of the proposed development? Are they located near all transportation modes, especially frequent transit service?	√						
8	Is there communication with and a commitment from the school division and the Public School Finance Board for the provision of schools to serve the area? Does the school location maximize safe and multiple transportation options?	√	√					
9	Is there a destination commercial / community node existing or identified? Is there an opportunity for collaboration by incorporating public recreational activities, public art, and/ or cultural space at the activity node? Is frequent transit service planned at the node?	√	√					
10	What is the commitment by the City and the developer to integrate and invest in public spaces as a component of infrastructure construction and right-of-way development, in order to maximize the efficient use of land, e.g. linear parkways?	√	√					
11	Are there any natural or built heritage features or considerations that have been incorporated into the new development? For example, enhancement of the urban forest, maintenance of significant environmental features.		√					
12	Has the design incorporated principles of Crime Prevention Through Environmental Design (CPTED) and Universal Design (Accessibility)?		√					
INFRASTRUCTURE AND TRANSPORTATION								
13	Has access via multiple transportation modes been incorporated within the proposed development? Does the proposed development promote active transportation and amenities, particularly walkability? How internally connected is the new area? Are bike paths and/or sidewalks existing or planned? What is the immediate and long term commitment by the City to public and active transportation to service the new development?	√	√					
14	Does the proposed (new and/or existing) street network facilitate effective and efficient transit service to provide sufficient coverage to support access needs for the local population? Is there an activity node(s) that facilitates transit service? Is there an opportunity for developer support of early transit service, i.e. amenities or operation?							
15	Is there quick and convenient access to and from the new development, to adjacent neighbourhoods, commercial nodes, and employments areas? How many access points connect the new area?		√					
16	What is the percentage of land allocated for right of ways? Can this be modified and better used based on land use as it changes through time? Can the ROW land be multi-tasked, e.g. trails and other uses?	√						
OTHER CONSIDERATIONS								
17	Are there any other components of Complete Communities that could be advance by this proposed development? (e.g. food security, secondary suites, etc.)	√	√					

COMPLETE COMMUNITIES
TOOLBOX





STRATEGIC INFRASTRUCTURE INVESTMENTS (SII)

TOOL	STRATEGIC INFRASTRUCTURE INVESTMENTS
Description	The City aligns infrastructure investments (e.g. water, sewer, streetscaping, community services, and street upgrades) in areas where it wants to encourage development.
Application	Capital budget priorities are directly aligned with the City's vision, as described in OurWinnipeg. Packaged public investments are aligned in areas targeted by public policy where the city wants to see redevelopment, namely Mixed Use Centres and Corridors, as well as Major Redevelopment sites, as defined in Complete Communities. The tool can be applied in two different ways: 1. as a policy option delivered as a set of criteria with the asset management strategy; or 2. as an independent policy directive that leaves asset management alone as a strictly structural assessment of infrastructure. The first option provides more full and clear integration of efforts.
Purpose	The purpose of this tool is two-fold: 1. To prioritize private development investments in areas targeted for development by public policy where development might not otherwise occur due to inadequate infrastructure (i.e. roads, sewers, watermains, or amenities). The investment in infrastructure brings the sites up to current standards or capacity after which development can occur at a high standard. 2. To align public and private investments to cause the synergies required that can create exceptional spaces and places at important locations throughout the city.
Examples	See the City of Calgary for an example of best practice: http://www.calgaryinfrastructure.ca/cp_mapping.html

LAND ASSEMBLY AND PREPARATION

TOOL	LAND ASSEMBLY AND PREPARATION
Description	The City of Winnipeg, or an appropriate third party agency, is responsible for the early, risky steps required to prepare land for development (possibly including land assembly, clearing title, replotting, remediation, density registration, density banking) in areas where development would not otherwise occur. Public resources such as planning, engineering, and finance staff, and city land holdings could be leveraged public resources.
Application	This tool would be applied in areas where development will not occur with private investment alone due to excessive development complexity and risk, particularly Major Redevelopment Sites, as identified in Complete Communities and strategic areas with fragmented land holdings.
Purpose	To prepare land to a point at which its development is viable in the market and private investment will participate and, ultimately take the lead, within a development framework consistent with OurWinnipeg and Complete Communities.
Examples	1. The City of Minneapolis, through their Corridor Housing Strategy, undertakes site acquisition, funding and planning, and then sells off the land to the developers (who when must meet certain city development criteria). 2. Saskatchewan has replotting legislation, which outlines a framework for landowners in areas of fragmented parcels to replot the land. 3. CentreVenture carries land and building assets and facilitates land redevelopment projects downtown.

INNOVATIVE PERFORMANCE OPPORTUNITIES

TOOL	INNOVATIVE PERFORMANCE OPPORTUNITIES
Description	Checklist participants gain the opportunity, and support, to present proposals to the City of Winnipeg for alternative development standards.
Application	The invitation for alternative development standards proposals is open to any development proponent in Winnipeg but those participating in the Checklist process receive additional incentive and support for development in defined areas that meet certain criteria.
Purpose	To promote, facilitate, and accommodate development innovation in Winnipeg. This tool reflects an implicit culture shift. While this tool requires investment of staff resources up front to approach innovation proactively, it should save time later in the process that is currently spent on reactive 'briefing reports'.
Examples	- Made in Winnipeg?

TAX INCREMENT FINANCING (TIF) AREAS

TOOL	TAX INCREMENT FINANCING (TIF) AREAS
Description	Tax Increment Financing (TIF) captures the incremental tax revenues from a defined geographic area, and then reinvests those revenues into the area to provide public amenities and support private development. Once a TIF district is established, the tax revenues flowing to the City are frozen at the current rate for a number of years (e.g. 20). The incremental taxes above that baseline are invested in public improvements or grants for developers in the district.
Application	TIF districts are created in areas where the desired development would not otherwise occur. Grants and other incentives available in a TIF district are available only for developments that meet the intent of *Complete Communities*, as measured by the Checklist. These incentives address part of the economic gap that hampers development.
Purpose	1. To attract development and private investment that is consistent with Complete Communities objectives into areas where development would not otherwise occur for reasons of economic viability (i.e. brownfield sites, Reinvestment Areas, etc.) 2. To enhance available public investment in the same locations where private investment is desired to transform strategic locations of the city. 3. For the City, aimed at matters such as improvements to the public realm. For the developer, to access grants and incentives. For the Province, to incentivize affordable housing.
Examples	• The City of Calgary has used TIF (referred to locally as a Community Revitalization Levy) to revitalize their downtown's east side (Rivers District CRL). Approved in 2007, an area of nearly 2 square kilometers has seen public investment of $135 million, including infrastructure improvements, remediation, and beautification around the riverfront. The assessment base is expected to increase ten-fold over 20 years, due to the influx of private investment into the area. • The City of Edmonton is currently working on three TIF districts: The Quarters, Belvedere, and the Capital City Downtown CRL. Public improvements financed by the TIFs include road widenings, AT trails, improved streetscaping, and drainage improvements. A key feature in the Alberta TIF legislation is that the municipality must prove that development would not occur without the establishment of such a district. • The Sports Hospitality and Entertainment District (SHED) within the City of Winnipeg made use of incremental taxes with leadership from CentreVenture.

LAND AND INFRASTRUCTURE INFORMATION

TOOL	LAND AND INFRASTRUCTURE INFORMATION FOR PUBLIC USE
Description	Current and accessible information and data (web-based GIS) about infrastructure capacity throughout the city is an essential component of an integrated and open-for-business city. This type of information often includes: 1. Land information - topography (elevations) including flood line and flood fringe, ESNL, designated heritage sites, environmentally 'impacted' sites; 2. Parcel data and property ownership (typical in other jurisdictions); 3. Underground servicing, mapped with age, sizing of pipes, and capacity of potential extensions; 4. Street classifications and general current traffic counts at key locations, including active transportation routes, truck routes, transit routes; 5. Current capital project investments (City, other government, and non-profit); 6. Planned infrastructure improvements (from Transportation Master Plan, Water and Waste Strategy, Building Communities, etc); and, 7. 'Pop-up' information about grant, incentive, and partnership opportunities for certain areas of the city and general groups of properties (i.e. housing initiatives (WHHI), TIFs, etc.).
Application	Initially, Complete Communities Checklist participants enjoy access (with a time limited password) to an interactive website that illustrates capital plans and infrastructure data. This would be a 'beta-test' phase. Eventually, the service is available openly on a fee for service basis (free for Checklist participants).
Purpose	1. To provide information that allows investors and developers to make better and more informed decisions about land development. 2. To reduce reliance on City staff for information inquiries and to reduce duplication of effort by different departments, divisions, and agencies. 3. To provide critical information that serves to coordinate public and private development, saving time and money. 4. To increase transparency of land development infrastructure and processes around Technical Advisory Services, and improve general public trust of City systems. 5. For initial pilot project, to encourage development that meets Complete Communities policy.
Examples	1. The City of Calgary has placed their capital budget for infrastructure improvements online in an interactive web-based mapping format. Users can zoom into an area of interest and see the Community Safety, Community Development, Mobility, Environmental, and Affordable housing projects. http://www.calgaryinfrastructure.ca/ 2. The City of Calgary's CITYonline offers a comprehensive selection of products for purchase from personal computers or mobile devices, including: property information reports, digital maps & geospatial data.

ENABLING AND FLEXIBLE ZONING

TOOL	ENABLING, FLEXIBLE, AND INCLUSIONARY ZONING
Description	Development that meets *OurWinnipeg* has already been subject to public scrutiny and further similar policy scrutiny can serve to duplicate effort and undermine thoughtful policy formulation. Developments that meet the requirements of the zoning by-law can be issued permits without a public hearing. The zoning by-law is amended to incorporate flexibility and enable desirable development projects, namely projects that add density and mixed-use in compliance with *Complete Communities* and *OurWinnipeg*. Additionally, the zoning by-law may be amended to add inclusionary zoning (in accordance with the new Winnipeg Charter Amendment legislation, Bill 7).
Application	The City amends Winnipeg Zoning By-law 200/2006, including proactively zoning in priority areas identified in *Complete Communities* (e.g. Mixed Use Centres and Corridors, and Major Redevelopment Areas) for higher densities and mixed-uses.
Purpose	To create more complete communities throughout Winnipeg by promoting and facilitating a mix of uses and densities.
Examples	1. The City of Edmonton proactively zoned for higher densities (mixed-use, up to a maximum of four storeys) along their 109th Street corridor, which they hoped would speed up intensification. 2. The City of Toronto has also done as-of-right rezonings along several of their rapid transit corridors (including the St. Clair Avenue West streetcar line). 3. Planning Act (Manitoba) allows Development Agreements for conditional uses and variances.

LOCAL AREA PLANNING HANDBOOK

TOOL	LOCAL AREA PLANNING HANDBOOK
Description	The Local Area Planning Handbook is a public guide to the Local Area Planning process in Winnipeg. It communicates information and requirements clearly and openly using common plain language. The Handbook includes precinct planning and area master planning requirements and expectations with respect to plan content, public consultation, etc.
Application	The Handbook is intended for use by the general public, politicians, City staff, developers, and anyone interested in or affected by planning and development in Winnipeg.
Purpose	1. To provide complete and clear information about planning in Winnipeg. 2. To allow everyone involved in the development process equal advantage of understanding the City's processes and timelines. 3. To promote transparency and accountability. 4. To educate the public about the nature of planning, its policies and tools. 5. To support consistency in delivery of City plans regardless of a particular employee or applicant. 6. To embed planning process as Council policy.
Examples	1. The City of Edmonton has a Planning and Development Handbook, the goal of which is to "assist City Council, the public, the development industry, and the civic administration to understand how the planning and development system works in the City of Edmonton." 2. The City of Hamilton provides a "Residential Intensification Guide" - although not the same, it does lay out basic planning principles and offers answers to frequently asked questions regarding the development process (in a visual way). 3. The City of Denver included a chapter in its Land Use and Transportation Plan – Blueprint Denver – which provides a comprehensive overview of the small area planning process, including types of small area plans, plan content, process, public engagement, etc.

PLANNER AT YOUR SERVICE (PAYS)

TOOL	PLANNER AS CONCIERGE TO NEW STRATEGIC HIGH-PRIORITY DEVELOPMENT PROPOSALS.
Description	Development projects that significantly align with the Complete Communities' Checklist are granted a "Gold Card" to City services that provides 'front-of-the-line' service to holders. The Gold Card grants the proponent a 'concierge' to guide them through the entire development process (from applications, to permits and approvals). The *concierge* coordinates the process through interdepartmental committees (e.g. Planning, Engineering, Building Services, Public Works, Water and Waste, etc.).
Application	This tool would be available to significant development projects that meet the majority of items on the relevant Complete Communities' Checklist.
Purpose	The tool serves several purposes: 1. To streamline the development process and eliminate duplicated effort; 2. To improve communication among various City Departments and community stakeholders; 3. To offer greater certainty and reduce the length of the planning process; 4. To demonstrate a culture of partnership and collaboration; 5. To reduce administrative costs of development; and 6. To increase professional planning capacity by exposing and educating planners about broader City processes and the interrelationship among planning, infrastructure, and finance.
Examples	A similar program previously existed within the City of Winnipeg, with positive results (Tiger Teams, File Managers). However, this program was never formalized, nor was it made available to everyone.

PLANNER LEADS ENGAGEMENT AND SUPPORTS THE EXCHANGE (PLEASE)

TOOL	PLANNER LEADS THE COMMUNITY PROCESS (WITH OPTION OF USING COMMUNITY ORGANIZATIONS)
Description	This tool is about the planner as neutral facilitator, mediator, and conciliator, often between the developer and the neighbourhood. The planner, or a designated neighbourhood organization, leads a communication effort in the community to discuss a development proposal or infrastructure initiative with neighbours and other interested and impacted property interests. A post-process survey of neighbours and impacted property interests can support subsequent approvals of infrastructure plan details or, in the instance of private development, may be quantified as a desired development feature that qualifies for zoning concessions.
Application	For private development, this tool will be useful in neighbourhoods that meet the characteristics of Reinvestment Areas as described in policy 04-1a of *Complete Communities*. There may also be application in Mature Communities. For infrastructure development, the tool can be applied city-wide.
Purpose	1. To engage the planner directly in the process by utilizing their inherent professional facilitation skills throughout the community, and interdepartmentally. 2. To remove the confrontational nature and attitudes that have arisen in the application process (i.e. “developer versus community”)
Examples	- Made in Winnipeg?

INTERACTIVE/WEB-BASED PLANNING TOOLS

TOOL	INTERACTIVE/WEB-BASED PLANNING TOOLS
Description	A suite of interactive web-based planning and development tools would facilitate access to information and provide modern service delivery standards. This tool is directly related to the Planning Handbook initiative.
Application	City-wide application or “Checklist” participants’ passcode to use online tools. Alternatively, web-based functionality could be city-wide but Checklist participants’ passcode get access to live planner interaction for higher service level.
Purpose	To create openness, transparency, and understanding of Winnipeg’s planning and development process to development proponents.
Examples	Most cities have information, process, and applications on-line for new development (Regina, Calgary, Edmonton, Kenora, etc.).