



Pipeline to Permit Committee

Revised Agenda

Agenda published December 19, 2025

Addendum published January 14, 2026

Date: January 15, 2026

Time: 9:30 a.m.

Location: Council Chambers, City Hall, second floor

Contact: Committee Clerk, jo-anne.rudy@burlington.ca 905-335-7777, x7413

Pages

1. Entrance

1.1 Call to Order

1.2 Land Acknowledgement

Burlington as we know it today is rich in history and modern traditions of many First Nations and the Métis. From the Anishinaabeg to the Haudenosaunee, and the Métis – our lands spanning from Lake Ontario to the Niagara Escarpment are steeped in Indigenous history.

The territory is mutually covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy, the Ojibway and other allied Nations to peaceably share and care for the resources around the Great Lakes.

We acknowledge that the land on which we gather is part of the Treaty Lands and Territory of the Mississaugas of the Credit.

1.3 Approval of the Agenda

1.4 Declarations of Interest

1.5 Written Delegations

2. Enlightenment

Enlightenment items include presentations and opportunities for education, state of the industry developer updates, and jurisdictional scans.

2.1 Presentations

- a. Monica Carnicelli, Carriage Gate Homes, regarding Hamilton Roxborough Case Study (PP-01-26)

- a. *Monica Carnicelli, Carriage Gate Homes, regarding Hamilton Roxborough Case Study (PP-01-26)*

1 - 19

3. N2: News and Numbers

News and Numbers includes Provincial and Federal housing initiatives, staff updates on Council directives and the Pipeline to Permit Report.

3.1 Pipeline to Permit Report

The Pipeline to Permit Self-Serve Dashboard shows the City's progress in hitting building permit and planning approval targets.

[Click here for the Desktop Pipeline to Permit dashboard](#)

[Click here for the Mobile Pipeline to Permit dashboard](#)

- a. Staff presentation regarding Pipeline to Permit 2025 Year in Review: Tracking the Delivery of Housing (PP-02-26)

- a. *Staff presentation regarding Pipeline to Permit 2025 Year in Review: Tracking the Delivery of Housing (PP-02-26)*

20 - 26

3.2 Contextual Updates

4. Enactions

Enaction items make recommendations for next steps and identify actions.

4.1 Next Steps and Action Identification

5. Envisions

Envision items focus on future housing and planning goals and connections to the City's strategic plans and complete communities vision.

6. Enhancements

Enhancement items identify opportunities for policy, process and procedure

improvements.

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|-----|---|---------|
| 6.1 | Motion Memorandum regarding "Three Strikes and You're In" model for site plan applications (PP-03-26) | 27 - 28 |
|-----|---|---------|

NOTE: This item was withdrawn on January 7, 2026.

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| 6.2 | Staff presentation regarding Faster, Smarter, Simpler: Transforming the Site Plan Process (PP-04-26) |
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<i>a.</i>	<i>Staff presentation regarding Faster, Smarter, Simpler: Transforming the Site Plan Process (PP-04-26)</i>	<i>29 - 38</i>
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- 7. Information Items
- 8. Staff Remarks
- 9. Committee Remarks
- 10. Adjournment

Roxborough Park Community Improvement Plan

January 2026

Presentation to
Burlington Pipeline to Permit Committee



Agenda

01 Roxborough CIP Overview

02 Site Plan & Phases of Development

03 Key Lessons Learned

04 Applications to Other Municipalities

05 Appendices

Roxborough Park Overview

- The Roxborough Demonstration Project is a groundbreaking joint public-private housing redevelopment which has delivered a mix of market and below market homeownership and rental housing options in Hamilton's East end. The Roxborough project has become a model for the successful creation and integration of mixed income and mixed tenure housing options within a changing neighbourhood.
- The project was a catalyst for the revitalization of the McQueston neighbourhood through the redevelopment of a vacant, former school site, the purchase of CityHousing Hamilton (CHH) lands and replacement of their existing housing stock which was at the end of its intended life.
- In total, the development will comprise 754 mixed income and mixed tenure residential units, of which 615 units have been built to date



Roxborough Community Improvement Plan

GOAL

The Roxborough CIP is a means for the City to provide financial incentives to minimize financial barriers to, and stimulate private sector investment in a broad spectrum of housing options to meet the needs of Hamilton's residents.



Roxborough Community Improvement Plan

- The Roxborough Grant Programs are intended to:
 - ☒ Enable greater access to homeownership with new homeownership units at below-market prices
 - ☒ Incent the construction of new rental apartment units
 - ☒ Create new affordable rental units with capped rents for at least 10 years
- Applicants who provide homeownership units which satisfy the program requirements will be eligible for a grant equal to the value of **municipal Development Charges**, and **parkland dedication** requirements will also be waived for eligible units. *

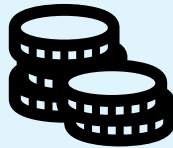
CIP Mechanics

Eligibility criteria for Development Charge and Parkland waivers are tied to public policy objectives:



Housing Type

Below-market family style homes with 2-3 bedrooms



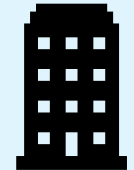
Affordability

Affordable Apartment Rents for 10 years
&
Townhome maximum sale price



Tenure

If sold within 1 year for a price that exceeds the max sale price, the purchaser must repay the lesser of the gain or the DCs & Parkland which would have been payable



Units Required

Min 150 townhomes
303 provided (+102%)

Min 200 rentals
348 provided (74% more)

Roxborough Park Community

Over **750** mixed income and mixed tenure residential units, with **615** built to date, including:

103 unit, deeply-affordable passive house-inspired apartment building delivering replacement housing for CityHousing Hamilton residents. Award-winning building owned by the City of Hamilton

348 unit purpose-built rental apartment building, with affordability, sustainability, and accessibility metrics and federal CMHC financing. First occupancies began July/2025

303 townhomes, comprising a mix of market and below-market family-sized two- and three-bedroom homes. 164 homes completed to date and 139 units to come in 2026-2027



The Site Prior to Roxborough CIP

- RPI purchased the vacant, surplus school
- CityHousing Hamilton owned the remaining 8 acres of land with 107 homes that were at the end of their intended life
- RPI purchased the 8 acres of land from the City and entered into a fixed price contract to replace such units in a new building



CityHousing Hamilton New Building

- 103 unit deeply affordable, passive house inspired building with family sized units to replace prior CityHousing Hamilton units
 - ✓ 27% - 3 Beds (28 units)
 - ✓ 19% - 4 beds (20 units)
 - ✓ 62% deeply affordable rent geared to income
 - ✓ 38% half-market rent
- Roxborough Park Inc built for fixed price, owned by City of Hamilton
 - Delivered during a period of unprecedented construction cost escalation with no extra costs
- Award-winning building for energy efficiency and passive-house inspired design



Townhomes Phase #1

- 164 homeownership townhomes occupied in 2023-2024
- CIP Requirements:
 - Affordability: max purchase price
 - Tenure: if sold within 1 year, repay gain or Development Charges & Parkland to City
 - Must not own other real estate property
 - Maximum income threshold



Roxy Rental Apartments

- 348 unit rental apartment building with CMHC federal funding including affordability, sustainability and accessibility criteria
 - Max rents, passive-house inspired design with geothermal heating/cooling
- Occupancy:
 - Building A: July/2025 - 80% leased
 - Building B: commencing January/2026
- Condo style amenities:
 - ✓ Party room
 - ✓ Co-work space
 - ✓ Gym
 - ✓ Yoga studio
 - ✓ EV parking
 - ✓ Car share



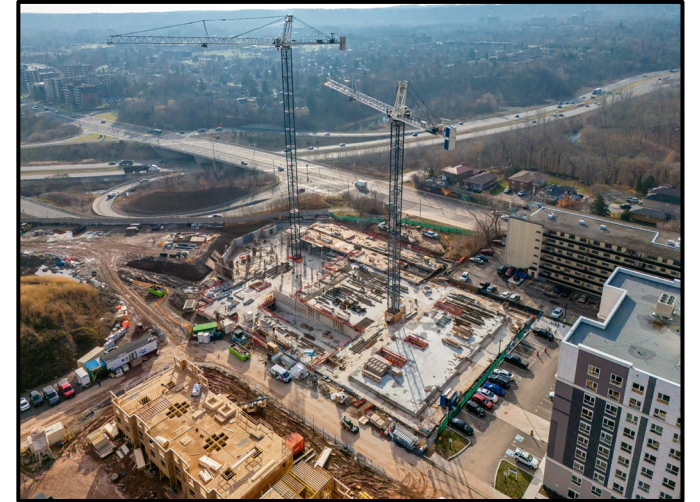
Townhomes Phase #2

- 139 back-to-back towns and semis
 - City of Hamilton recently supported incremental 46 units given success of project
- CIP requirements still apply:
 - Affordability: maximum sale price
 - Tenure: extended to 3 years instead of 1 year before owner repays gain or Development Charges and parkland to City
 - Must not own other real estate property
 - Maximum income threshold



What the Hamilton CIP Enabled

- **Without the CIP, this project would not be possible!**
- The CIP enabled over **750** affordable rental and homeownership units in a **truly mixed tenure** community
- The CIP:
 - Unlocked private investment while maintaining public benefit through targeted incentives that aligned delivery milestones and accountability
 - Provided certainty to secure CMHC financing
 - Allowed flexibility to respond to market conditions
 - Secured long-term affordability through agreements and program requirements



It Takes a Partnership

- Support from City of Hamilton was critical – Ward Councillor, Mayor, City Manager, senior planning staff, CityHousing Hamilton
- Strong support across all levels:
 - **City:** provides policy certainty, financial tools, and alignment with planning objectives.
 - **Developer:** takes on construction, cost escalation, delivery, and market risks.
 - **Non-profit partner** (CityHousing Hamilton): long-term stewardship and affordability compliance.
 - **Federal** (CMHC): provides financing with strict affordability, sustainability and accessibility requirements.



Current Burlington Landscape

- Burlington faces increasing pressure to deliver housing to achieve HAF targets, specifically affordable and missing middle housing
- Approvals are not enough
 - 44,765 units in Pipeline
 - 7,285 units approved
 - 857 permits issues in 2025
- Demand for rental and attainable ownership outpaces supply
 - *Did you know: **97%** of Burlington rental stock was built before 1985!*

Burlington's Community Improvement Plan is a critical tool
that can be leveraged to strategically unlock housing delivery in
priority areas and tenures

What Burlington Could Consider Next

- Expanding CIP eligibility for rental and mixed-tenure projects.
- Aligning CIP tools with CMHC and provincial housing programs as they already include very strict accountability measures.
- Predictability often matters more than the size of the incentive. Experienced delivery partners can move quickly when certainty exists.

Flexibility and creativity are key,
especially where strong public outcomes are demonstrated

Closing Thoughts

Today, Roxborough Park is a vibrant, family-oriented neighbourhood, with residents actively living, raising families, and contributing to the ongoing revitalization of East Hamilton.

- ✓ Roxborough Park demonstrates how municipal collaboration can translate policy into results.
- ✓ The Roxborough CIP concept can be successful in other municipalities too, so long as everyone is focused on outcomes: homes delivered, timelines shortened, and community benefit.

As the project moves into its final phase of townhomes, the team looks forward to welcoming even more families, further reinforcing the long-term affordability, sustainability, and social outcomes made possible through coordinated public-private collaboration.



THANK YOU

Roxborough demonstrates how together,
we can deliver housing for all.

Appendix: Project Timeline



2025 YEAR IN REVIEW: TRACKING THE DELIVERY OF HOUSING

PIPELINE TO PERMIT COMMITTEE

JANUARY 15, 2026



2025 IN REVIEW – COMMUNITY PLANNING

2025: OVERVIEW

Total Pipeline:
21,529 units

UNDER REVIEW

2,905 ▼ **-54%**
(-3,414 units)

WAITING FOR SITE PLAN APPLICATION

8,866 ▲ **+65%**
(+3,504 units)

APPROVED

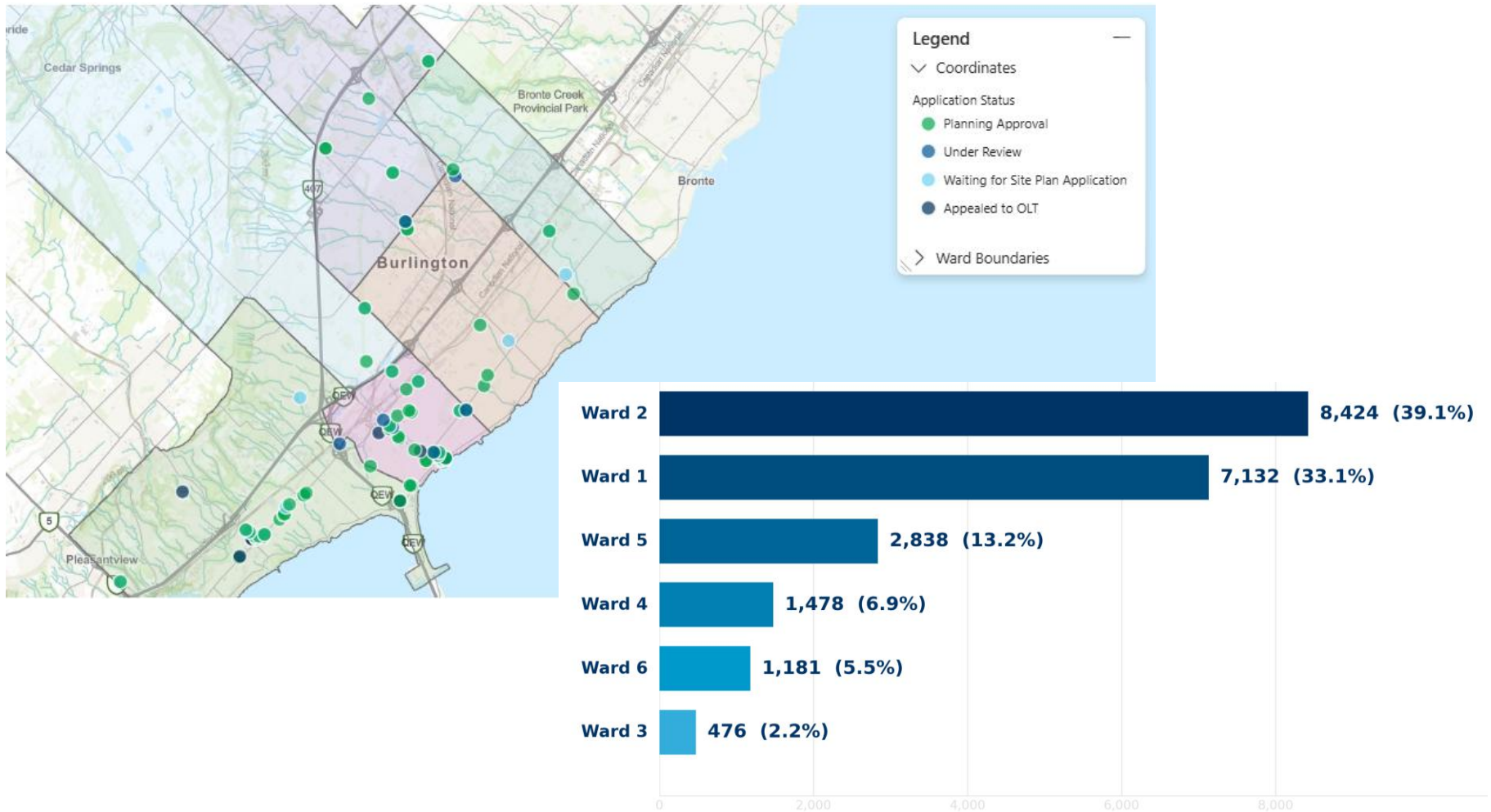
7,285 ▲ **+8%**
(+510 units)

APPEALED TO OLT

2,473 — **~0%**
(+4 units)

(January 6, 2026)

2025: UNITS BY WARD



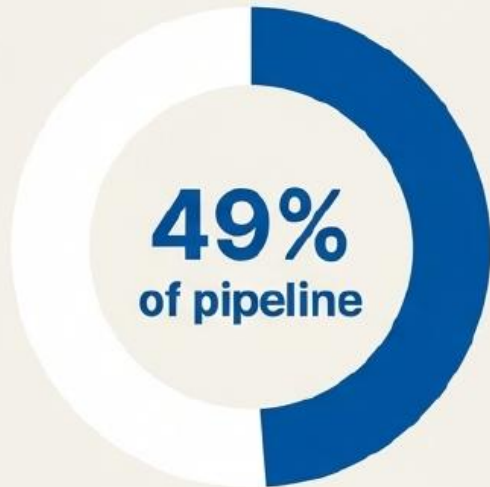
2025: UNITS BY TYPE



Detailed Breakdown: Ground-Oriented

Row Homes:	1,398
Singles/Semis/Multi (10+):	753
Singles/Semis/Multi (<10):	948

2025: LARGE SCALE PROJECTS



10,503
Large Project Units

11,026
Other Project Units

ADDRESS	WARD	UNITS	STATUS
5135-5155 Fairview St.	5	1,988	Waiting for Site Plan Application
5421-5463 Dundas St.	6	1,304	Planning Approval
1120 Cooke Blvd.	1	1,165	Waiting for Site Plan Application
1134-1167 Plains Rd. E	2	1,049	Under Review
1640-1751 Flatt Rd.	1	914	Appealed to OLT
1062-1074 Cooke Blvd.	1	809	Waiting for Site Plan Application
2243-2269 Fairview St.	2	775	Planning Approval
1393 Graham's Lane	2	722	Appealed to OLT
1010 Downsview Dr.	1	616	Waiting for Site Plan Application
4853 Thomas Alton Blvd.	6	601	Planning Approval
1860-1900 Appleby Line	4	560	Under Review

2026: WHAT'S AHEAD



Creating More Housing Choice

- Implementing a New Zoning By-law for Low Density Residential Zones to unlock gentle density and new opportunities for ground-oriented homes



Increasing Predictability and Speed

- Improve planning application processes to ensure that the pipeline units awaiting site plan approval can move to permit predictably and efficiently



Encouraging “Missing Middle” Submissions

- Proactively working to bring more units into the system with 800 new ground-oriented units anticipated to be submitted for various approvals in 2026



Motion Memorandum

SUBJECT: "Three Strikes and You're In" model for site plan applications

To: Pipeline to Permit Committee

From: Jason Sheldon, BILD member representative on Pipeline to Permit Committee, EVP of Land with the Remington Group.

Date to Committee: January 15, 2026

Date to Council: January 27, 2026

Motion for Council to Consider:

Direct the Commissioner of Development & Growth Management to consider the implementation of a "Three Strikes and You're In" model for site plan applications, including staffing resources and budgetary implications, as part of the review of the site plan processes and report back to the Pipeline to Permit Committee in Q1 2026.

Reason:

The "Three Strikes and You're In" model provides a predictable, disciplined, and solution-oriented framework for site-plan review. By limiting applications to three rounds of comments before requiring a face-to-face redline meeting between the City and the applicant, the process reduces limitless back-and-forth and shifts the culture from "review and delay" to "resolve and approve." This model will:

- a. Commit the City to providing up to three sets of comments, if required, on Site Plan Applications; and
- b. Provide the applicant, following the third set of comments, the option to participate in a face-to-face "redline" meeting with City staff to resolve any outstanding issues so that a Site Plan Approval can be issued.

Outcome Sought:

A streamlined and predictable site-plan approval process that reduces delays and avoids repetitive rounds of review. This approach promotes collaboration between staff and applicants, enabling timely resolution of issues and supporting the delivery of new housing. A similar process has been undertaken in the Cities of Vaughan and Mississauga.

Strategic Alignment

- ☒ Designing and delivering complete communities
- ☒ Providing the best services and experiences
- ☐ Protecting and improving the natural environment and taking action on climate change
- ☒ Driving organizational performance

Approved as per form by the City Clerk



Faster, Smarter, Simpler: Transforming the Site Plan Process

Pipeline To Permit Committee
January 15 2026

What We Can Achieve

Enable More Homes

Aligning with Council direction to support the construction of new homes.



Drive the Economy

Advancing Burlington's economy through efficient, customer-centric processes.



Building Lasting Partnerships

Enhancing service delivery through quality collaboration and finding solutions together.



Get to "Yes" Faster

Increasing the speed of review and approvals and changing the culture to "yes".



Customer Focused Solutions

What we heard....

What we are doing....



Just in Time Requirements

Clearer requirements, fewer re-submissions
Smarter use of conditions and agreements



Customer Service

Prioritizing red-lining and quick fixes
Solving issues together
Technology for solutioning and visibility



Pre-Consultation is Valuable

Improved triage and exemptions
Right-sized requirements for each project



Clear and Concise Comments/Conditions

New comment and condition matrix
focused on clear action and accountability



Improved Site Plan Approval Process

Working together to get to “yes”



Steps 1 & 2: A Strong Start

Pre-Consultation

- A **collaborative kick off** to identify **major red flags** and **right-sized submission requirements**. This is a key connection point between the City and the Applicant.



Application Submission

- Submit with confidence with our **optional AI Application Review** which provides an automated check for **improved accuracy** and regulatory compliance upfront.



Step 3: The Review

- Internal/external reviewers work together on one **coordinated, customer-focused** review.
- Applicants get a **single, consolidated response** with clear requirements.



Step 4: Collaborative Solutions



- This is a **key collaboration point** focused on implementation.
- We can **red-line** minor issues to find quick fixes together.
- Applicant-led, **in-person** meetings are always available to work through key issues and find **solutions in partnership**.

Steps 5 & 6: The Finish Line

Conditions Clearance

- Our target is **one focused re-submission**. No more endless back and forth and multiple re-submissions.



Final Approval

- The Green Light – We've reduced the timeline for final approval to get applicants ready to build faster



The Result: A Faster, Smarter, Simpler Process

Faster

- Fewer Resubmissions
- Concurrent Building Permit Review (where possible)
- Approval with conditions in 60 days; support with conditions



Smarter

- Conditions based on completeness and accuracy
- Red-lining for minor issues
- Right-sized review timelines (2-4 weeks)



Simpler

- Need for multiple submissions eliminated
- Clearer requirements and expectations
- One coordinated, customer-focused review.



What's Next: The Tools to Succeed



New Site Plan By-law (Spring 2026)

- Establishes scenarios for exemption from site plan approval
- Right-sized process for all scales of projects



New Collaborative Comment Matrix (Summer 2026)

- Contains only requests and responses, shared by all commenters and users throughout the application



New Site Plan Guidelines (Summer 2026)

- Clear guidance to ensure successful submissions
- Clearer requirements and expectations