



## Pipeline to Permit Committee

### Revised Agenda

Agenda published February 20, 2026

Addendum published March 4, 2026

**Date:** March 5, 2026  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, City Hall, second floor  
**Contact:** Committee Clerk, [suzanne.gillies@burlington.ca](mailto:suzanne.gillies@burlington.ca) 905-335-7777, x7862

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

### 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](#)

#### 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.

6.1 Staff presentation regarding Faster, Smarter, Simpler: Transforming the Site Plan Process (PP-04-26) 1 - 10

6.2 Staff presentation regarding Burlington's New Residential Zoning By-law (PP-06-26) 11 - 17

6.3 Concierge Service 2025 operational update (DGM-14-26) 18 - 24

Receive for information development and growth management report DGM-14-26 regarding high-impact Concierge Service 2025 operational updates.

a. *Staff presentation regarding Concierge Service 2025  
operational update (DGM-14-26)*

25 - 33

7. **Information Items**
8. **Staff Remarks**
9. **Committee Remarks**
10. **Adjournment**



## Faster, Smarter, Simpler: Transforming the Site Plan Process

Pipeline To Permit Committee  
March 5, 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

# Burlington's New Residential Zoning By-laws

Pipeline to Permit Committee – Item 6.2 (PP-06-26)

March 5, 2026



# Key highlights

## Aligns with the City's Official Plan and other City Objectives

- Required by provincial legislation,
- Zoning By-laws must have regard for Provincial Interest,
- Be consistent with the Provincial Policy Statement (PPS), and
- Conform to the City's Official Plans.

**The proposed Zoning By-laws are foundational to the City's strategy to increase housing options and improve affordability.**

# Project scope

## Project goals



Enable development and increase housing options in Burlington's neighbourhoods



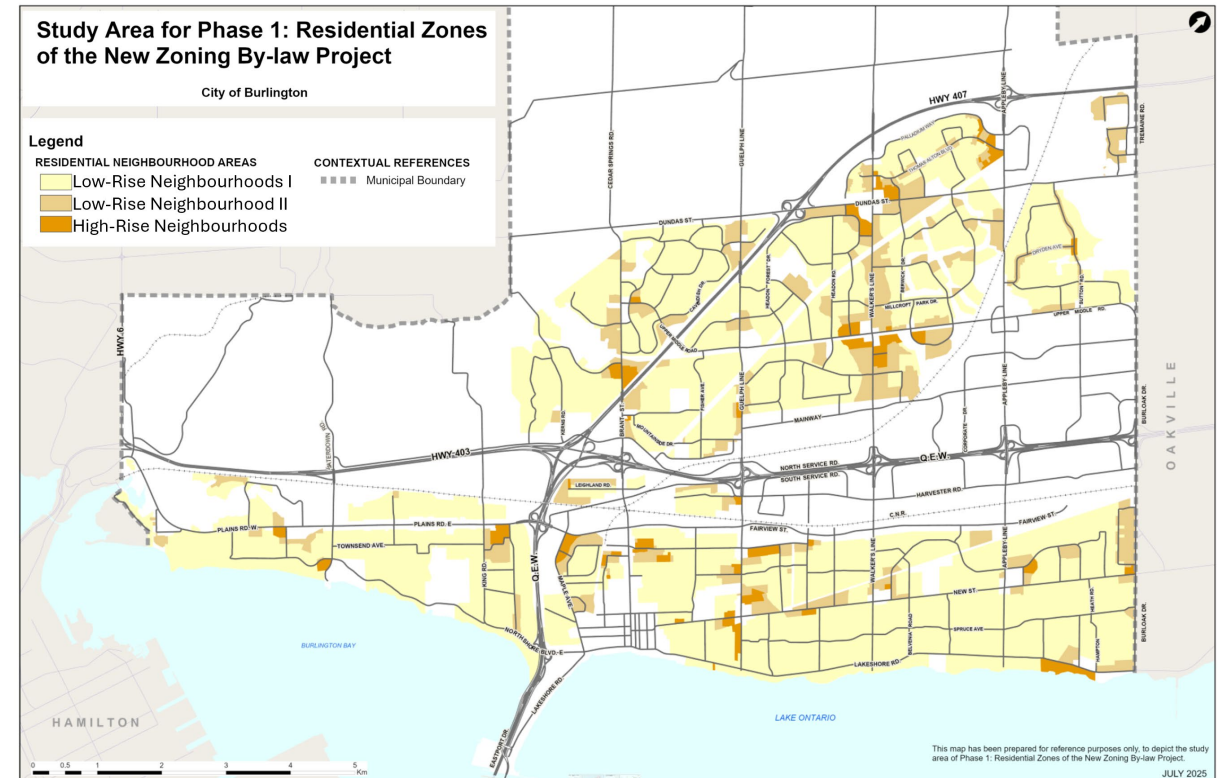
Be user-friendly & easy to interpret



Be modern and innovative



Be flexible



# Key changes

- New built forms being permitted
- Additional residential units
- Reduced number of residential zones
- Improvements to provide flexibility
- Modernized parking regulations
- Improvements to support interpretation



# Next steps

- Adoption and enactment of new Residential Zoning By-laws
- Notice of passing of by-laws
- Appeal period
- Implementation
- Develop work plan for review of site-specific exceptions and holding provisions
- Monitor development under the new Residential Zoning By-laws

**Questions?  
Thank you!**

---

SUBJECT: High-impact Concierge Service 2025 operational updates

TO: Pipeline to Permit Committee

FROM: Development and Growth Management  
Community Planning

Report Number: DGM-14-26

Wards Affected: all

Date to Committee: March 5, 2026

Date to Council: March 10, 2026

---

## **Recommendation:**

Receive for information development and growth management report DGM-14-26 regarding high-impact Concierge Service 2025 operational updates.

## **Executive Summary**

This report provides Council with an operational update on the City of Burlington’s High-Impact Concierge Service (“the Concierge Service”), an internal facilitation mechanism that supports complex business and development files requiring enhanced coordination within and across City departments and external agencies.

The Concierge Service helps customers with applications that involve multiple City departments and require coordination beyond the standard review process. For more complex files, staff may provide facilitation—actively bringing the right departments together, resolving issues early, and keeping work moving in parallel—to support timely decisions and a consistent customer experience.

These situations typically occur when a file involves multiple City departments, infrastructure requirements, external utility approvals, or dependencies where one step cannot proceed until another is resolved. In these cases, the Concierge Service helps coordinate the work—clarifying sequencing, aligning the right technical staff, and focusing on communication—while the formal review process and statutory decision-making remain with the appropriate experts and authorities.

In 2025, the Concierge Service supported 47 unique files. This included 17 small business files and 22 commercial or larger-scale development files (with the remaining files spanning other customer/application types). Fourteen files were classified as high complexity due to elevated coordination needs, multiple stakeholders, or technical interpretation requirements.

Across all files, staff logged 338 facilitation touchpoints—including technical meetings, calls, and written coordination—reflecting the level of effort required to manage interdependencies, clarify sequencing, and keep reviews moving alongside existing approval processes.

Staff observations indicate that files engaging the Concierge Service early experience fewer late-stage issues, reduced conflicting instructions, and lower reliance on senior-level escalation. Of the files tracked, 17 instances of escalation were proactively prevented, while 8 active escalations were managed and resolved through facilitated coordination, supporting timely progression while maintaining statutory decision-making roles.

The Concierge Service operates as a complementary mechanism, assisting with issue triage, coordination, and alignment of review processes across Planning, Building, Engineering, Bylaw, and external agencies, while preserving established authorities and approval of responsibilities. The service does not replace technical reviews or approvals, rather it helps ensure complex files progress in a coordinated, transparent, and timely manner.

Ongoing tracking of concierge-supported files is being used to identify recurring system pressure points, including permit sequencing, infrastructure readiness, and external agency alignment. This will inform broader continuous improvement efforts within the City's development review teams.

While the concierge service operates internally, its impact is most visible at the front line, where it helps prevent delays, reduces uncertainty for applicants, and supports more coordinated decision-making across City departments.

**Purpose of report:**

To provide Council with an overview of the City of Burlington's High-Impact Concierge Service, including how the service is currently being used, the types of files supported, and observed operational insights related to development facilitation and customer navigation across departments.

**Key findings:**

- 1) Customer-Centric Navigation:
  - While the Concierge Service operates as an internal coordination function, its impact is most directly experienced by applicants and owners.

- Under a “no wrong door” model, referrals to the Concierge Service can be initiated by City staff or external applicants at any stage of the process when coordination support is needed
  - For businesses, BIAs and developers, concierge support translates into clearer sequencing, facilitated direction across departments, and a single point of navigation through complex requirements.
  - This approach reduces uncertainty and helps applicants better understand both what is required and when actions should occur, by translating requirements into a clear, sequenced critical path.
- 2) The Concierge Service is most frequently engaged on files with elevated coordination risk, including those involving multiple departments, infrastructure dependencies, and external agencies:
- 14 files classified as high complexity
  - 13 files requiring formal cross-departmental coordination (Planning, Engineering, Building, Bylaw)
  - 15 files that are long duration in nature (support exceeding 60 days).
- 3) The service supports a diverse range of applicants including small businesses, and large-scale commercial and residential properties.
- 4) Small Business and BIA outcomes demonstrate the service’s value at the front line:
- Of the 47 concierge-supported files tracked last year, 17 involved small businesses, with a large concentration of files located within the Business Improvement Areas (BIAs)
  - These files frequently related to zoning clarification, building permits, business licensing and seasonal programs (patios)
  - Small business files on average require multiple City touchpoints to resolve interpretation of requirements, readiness issues or overlapping approvals, making early coordination essential
  - These files also faced limited time and financial flexibility during the permitting process, and the concierge service has been of particular value to reduce navigation delays and rework.
- 5) In complex development files, involving multiple approvals and agencies, early engagement assists alignment and supports consistent communication, reducing the likelihood of late-stage escalation and need for senior-level intervention
- 17 files where escalation was prevented
  - 8 files with escalations actively managed
  - 338 recorded facilitation touchpoints

- 6) Emerging patterns reveal system-level pressure points for large scale scope projects:
- Repeated issues that frequently arise are permit sequencing, infrastructure coordination and readiness and regulatory clarification
  - These are concentrated in longer-duration files that are multi-department and infrastructure-linked
  - These observations are being used to inform broader discussions on sequencing clarity and early issue identification across development teams

**Implications:**

- Financial: The Concierge Service is currently delivered using existing City staff and resources; no additional budget impacts are anticipated currently
- Legal: The Concierge Service does not alter statutory authorities, delegated decision-making, or legislative requirements
- Human Resources: The service operates within existing roles, supporting across departments without changes in staffing
- Climate: No direct implication.

# Information Report

---

## Background

The High-Impact Concierge Service (“The Concierge Service”) supports the City’s business and development community by facilitating navigation across departments for complex or impactful files. The service is used where applications involve multiple approvals, tighter capacities, external agencies, or sequencing challenges that benefit from coordination beyond standard process flows.

In the past, the City of Burlington has undertaken several initiatives to improve development facilitation, coordination, and customer experience, including the Red Tape Red Carpet (RTRC) initiative and subsequent implementation of the Streamlined Development Application Project (SDAP). Council has received multiple updates outlining how these frameworks have been embedded into standard operations, including Reports CM-24-19, ECDEV-05-23, ECDEV-04-24, and the 2025 RTRC update (DGM-51-25). More recently, Council received a presentation on continuous improvement efforts and SDAP implementation through Presentation PP-09-25, which highlighted tools supporting concurrent review and clearer process sequencing.

Within this context, the Concierge Service functions as an operational support mechanism, applying these frameworks to live files by assisting with coordination, issue resolution, and engagement across departments and external agencies where required.

This report provides an update on how the concierge service is currently being used, the types of files it supports, and observed trends in development facilitation.

---

## Status

- The Concierge Service operates as an internal, staff-led facilitation function supporting complex business and development files requiring cross-departmental and external coordination.
  - The service is integrated with existing process improvement tools and concurrent review practices and is applied to live files to resolve sequencing issues, unblock delays, and clarify next steps.
  - The concierge function operates in parallel with standard departmental review processes and does not replace statutory decision-making or approval authority.
  - Ongoing quantitative tracking and qualitative review of concierge-supported files is used to identify recurring system pressures and inform continuous improvement practices
-

## Key Dates & Milestones

- 2019 – Council endorsed the Red Tape Red Carpet (RTRC) initiative through Report CM-24-19, identifying the need for improved development facilitation, coordination, and customer experience.
  - 2023–2024 – Council received updates on RTRC implementation and continuous improvement efforts through Reports ECDEV-05-23 and ECDEV-04-24, including the introduction of SDAP and related tools to support concurrent review.
  - July 2025 – Council received RTRC update 2025 (DGM-51-25) and a continuous improvement update through Presentation PP-09-25, outlining progress on SDAP and process sequencing improvements.
  - 2024–2025 – The High-Impact Concierge Service has been applied operationally to live files to support issue triage, cross-departmental coordination, and external agency engagement where required.
  - March 2026 – This report provides Council with an operational update on how the concierge service is currently being used and the types of files it supports.
- 

## Implications

No additional financial, staffing, legal or climate implications beyond those outlined.

---

## References

[CM-24-19](#)  
[ECDEV-05-23](#)  
[ECDEV-04-24](#)  
[DGM-51-25](#)

---

## 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
- 

## Author:

Sabah Kazmi  
Advisor, Business Development & Facilitations  
Sabah.kazmi@burlington.ca

**Appendices:** None

**Notifications:** None

**Report Approval:**

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.

# High-Impact Concierge Service

2025 Operational Update DGM-14-26

Pipeline To Permit Committee

March 5, 2026



# What is High Impact Concierge Service?



A municipal navigation function that supports complex commercial, business and developmental files



Advances the City's ongoing process improvement initiatives (RTRC and SDAP)



# Purpose



CROSS-  
DEPARTMENT  
COORDINATION



CLEAR  
SEQUENCING



EARLY ISSUE  
IDENTIFICATION



REDUCED  
ESCALATION RISK



# 2025 Activity Snapshot



47 Unique Files



338 facilitation touch points



14 High Complexity files



17 Small Business



22 Commercial Developments



# What Made These Files Different

## Complexity:

- Multi-department review
- Infrastructure dependencies
- External agency coordination

## Duration & Coordination:

- 13 required formal cross-departmental coordination
- 15 exceeded support beyond 60 days

*“Navigating municipal regulatory pathways can be complex, and your ability to coordinate, explain next steps and facilitate communication made a meaningful difference to our team.”*  
– Dr. Michael Surkont, Owner, Brant Family Health and Walk-In Clinic




# Empowered Decision Making

17

Early Intervention/  
Escalations Prevented

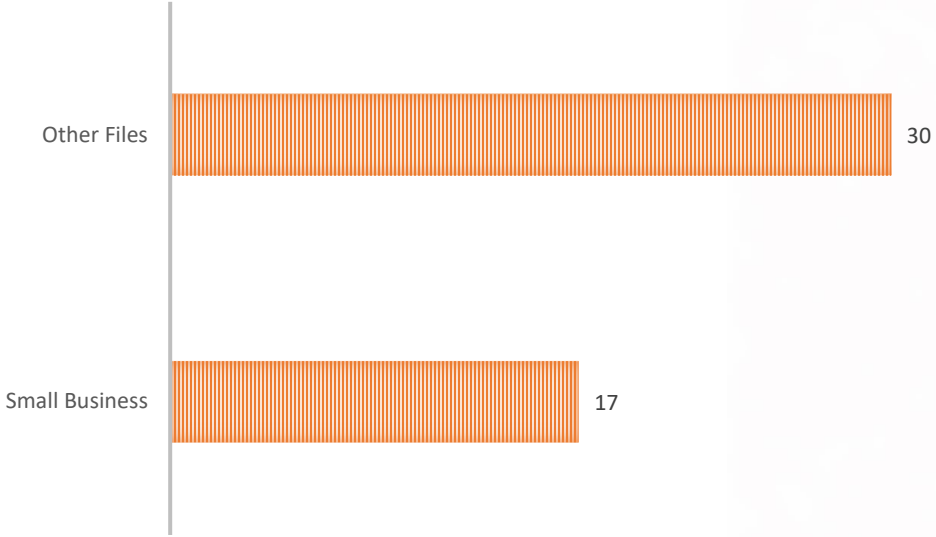
8

Coordinated Resolutions



Early facilitation  
reduces  
late-stage  
intervention

# Small Business & BIA Support



**36%**  
Small Business files supported

*“.. Concierge Service provides a critical communication bridge between small business entrepreneurs and City departments, supporting businesses opening on time and on budget...”*

*- Brian Dean, Executive Director, Burlington Downtown Business Association*



# Pressure Points in Large-Scale Applications

Permit sequencing challenges

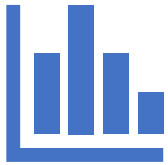
Infrastructure clarification

Regulatory clarification

External agency alignment



# A Look Ahead



Continued quantitative and qualitative tracking



Ongoing early coordination



Alignment across departments



Predictable, transparent file progression

