



March 31, 2026

From:  
**West End Home Builders' Association**  
1112 Rymal Road East  
Hamilton, Ontario L8W 3N7

To: **Binu Korah**  
**Acting Director of Growth Management**  
**City of Hamilton**  
71 Main Street West  
Hamilton, Ontario L8P 4Y5

## **WE HBA Letter: Industry Input and Recommendations for Process Improvement**

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Dear Binu Korah,

On behalf of the West End Home Builders' Association, I am writing to acknowledge and thank you for the upcoming undertaking to review of the Comprehensive Development Guidelines and Financial Policies Manual. This is an important continuous improvement exercise, and we commend the City for initiating this work.

When the Guidelines and Manual were first established, our industry had the opportunity to participate through a collaborative working group process. That approach fostered transparency, mutual understanding, and ultimately a stronger end product. We respectfully request that a similar consultation model be considered as part of this review so that industry stakeholders can once again contribute constructively to the process.

In the interim, and in the spirit of continuous improvement, we would like to highlight several opportunities for consideration. These items are of particular concern from members working in the Missing Middle and infill space. If these items cannot be addressed in the short term, we ask that they be included as part of the Comprehensive Development Guidelines and Financial Policies Manual review.

### **1. Purpose-Built Standards for Infill and Missing Middle Development**

There is an opportunity to further differentiate City standards between large greenfield subdivision projects and smaller-scale infill or Missing Middle developments. Clear, purpose-built standards tailored to the realities and constraints of infill sites would provide greater clarity and predictability while maintaining appropriate engineering and safety objectives. Our Missing Middle and Infill Subcommittee would welcome the opportunity to work collaboratively with City engineering review staff to help establish such standards and provide practical guidance specific to this housing form.

### **2. Enhanced Transparency in Review Expectations**

Greater transparency in how comments are generated and applied across reviews would further support predictability. Consistency in interpretation among reviewers, along with clear documentation of expectations, would help applicants better understand requirements and reduce iterative revisions.

**3. Streamlined and Predictable Review Process**

We see an opportunity to enhance consistency and efficiency within the development engineering review process. For example, implementing a “three strikes and you’re in” approach where comments are limited to three formal review cycles, followed if necessary by a focused face-to-face “redline” meeting could help resolve outstanding matters efficiently and move projects to approval more predictably.

**4. Early Senior-Level Technical Input**

An opportunity exists to incorporate senior engineering review earlier in the process for infill projects. Brief, early-stage technical meetings between the design engineer and a senior City reviewer could align expectations, clarify interpretation questions, and prevent late-stage comments that extend timelines.

**5. Consistent and Timely Communication Standards**

We see an opportunity to improve consistency in communication across departments and staff. Establishing clear service standards such as responding to emails within defined timeframes, setting expectations for review timelines, and ensuring all staff provide direct contact information in their email signatures would greatly streamline coordination and reduce delays.

Our intent in raising these matters is to support a more efficient, transparent, and predictable process that advances shared objectives of enabling well-designed housing, supporting Missing Middle intensification, and maintaining appropriate engineering standards.

We look forward to continuing our constructive working relationship with Growth Management. Please do not hesitate to reach out should you wish to discuss these opportunities further or establish a working group framework similar to the one that supported the original development of the Comprehensive Development Guidelines and Financial Policies Manual.

Sincerely,



Amanda Stringer  
Manager of Government Relations  
West End Home Builders' Association