

September 13, 2021

MEMORANDUM TO: All MMAH Staff

From: Kate Manson-Smith
Deputy Minister, Ministry of Municipal Affairs and Housing

SUBJECT: **Establishment of a New Planning and Growth Division**

I am writing to share information with you about some changes that are being made to the organizational structure of the Ministry of Municipal Affairs and Housing.

As of September 20th the work of the Ontario Growth Secretariat (OGS) will be integrated into other parts of the ministry and a new **Planning and Growth Division** (PGD) will be created that integrates policy portfolios related to provincial, regional and municipal land use planning as well as buildings and construction. This realignment will integrate key land use and development related policy functions into a single division which will result in a clearer mandate and enhanced stakeholder relationships. Bringing together the entire growth, land use planning and buildings policy continuum will result in better alignment and allow us to work together in a more effective manner.

Here is what you can expect to see and the staffing changes that accompany the realignment:

Planning and Growth Division

The new Planning and Growth Division will be led by **Jonathan Lebi**. This new division will see branches from the former Ontario Growth Secretariat, the Municipal Services Division, and the Local Government Policy and Planning Division come together to create a continuum from regional level to site specific planning and development policy to support a better built environment. Priorities for this division include Growing the Greenbelt, streamlining development approvals, enhancing the land use planning system, harmonization of the Building Code, and transformation of regulated Building Services. Bringing together the teams that work on Provincial land use plans like the Greenbelt Plan and A Place to Grow will provide more policy alignment and allow for better implementation coherency across the land use planning spectrum. The PGD will contain the following branches:

- Provincial Land Use Plans Branch
 - Led by Anna MacDonald, who will be acting pending recruitment
- Planning Policy Branch
 - Led by Ewa Downarowicz
- Building and Development Branch

- Led by Mansoor Mahmood

Municipal Services Division

With **Hannah Evans** in the role of Assistant Deputy Minister. MSD will continue to lead the delivery of advice and services to municipalities on municipal governance and finance, land use planning, and housing priorities. As part of today's organizational realignment, the work supporting municipal Growth Plan conformity in land use planning will be integrated into the Central Region Municipal Services Office. Bringing Growth Plan conformity expertise together with MSD's land use planning implementation role will help to streamline Plan implementation and support effective decision making.

Local Government Division

The realignment will result in the renaming of the former Local Government and Planning Policy Division (LGPPD) to the Local Government Division (LGD). The division will continue to focus on managing the ministry's partnerships with municipal sectoral associations and developing policies and legislation related to municipal finance, elections, accountability, and governance. I'm pleased to announce that **Caspar Hall** has been appointed as the ADM of the Local Government Division for a one-year assignment.

Since re-joining the Ministry of Municipal Affairs and Housing as Director in March 2019, Caspar has led teams responsible for delivering on a diverse range of public policy initiatives including reforming the municipal development charge framework supporting the province's Housing Supply Action Plan, and designing municipal funding equaling nearly \$2 billion in emergency-pandemic relief. Prior to re-joining MMAH, Caspar was the founding Director of Ontario's Anti-Racism Directorate (ARD) in 2016. At the ARD, he led teams delivering Ontario's first Anti-Racism Strategic Plan including establishing Anti-Racism Legislation, Ontario's Anti-Racism Data Standards, and the Ontario Public Service Anti-Racism Human Resources Policy. His strong leadership and communication skills allow him to position the division to continue to deliver on the priorities and effectively manage relationships with the municipal sector. Please join me in congratulating Caspar on his new role.

The LGD will have the following branches:

- Intergovernmental Relations and Partnerships Branch
 - Recruitment decisions on the Director position are currently pending -
- Local Government Policy Branch
 - Led by Tanzeel Merchant
- Municipal Finance Policy Branch
 - Led by Ruchi Parkash, who will be acting pending recruitment

I also want to acknowledge the important and award-winning work done by the Ontario Growth Secretariat over many years through generations of dedicated and creative team members. This work and the important legacy of the OGS, which has been recognized nationally and internationally, will always be with us at MMAH and I look forward to continuing to work with the team members. I know they will continue to bring their skills, experience, and expertise to bear to support sustainable, liveable, economically vibrant communities in the Greater Golden Horseshoe.

I want to take this opportunity to thank Sandra Bickford for her leadership at the OGS since March 2021. During this time, she has been a fantastic contributor to the Ministry's Executive team bringing a thoughtful and inclusive approach to leadership and collegueship. I appreciate her work leading key files including Provincially Significant Employment Zones (PSEZ) and conformity working closely with Damian Dupuy and the management team at the OGS. Sandra has been the epitome of gracious and professional leadership ensuring a constant focus on not just delivery of OGS work, but also the well-being of the team in the Division as change has been planned and implemented. I know all of us wish her all the best when she returns to the Ministry of Children, Community, and Social Services on September 20, 2021.

I recognize that change is not always easy. Whether large or small-scale change, questions will come up along the way. Your leaders will engage with you to ensure you have all the information you need to understand the changes and continue to do the great work you do every-day.

If you have any questions about this re-organization, I encourage you to speak to your managers and divisional leadership. I look forward to continuing to work with all of you in this wonderful ministry to deliver on our commitments and to serve the people of Ontario.

Yours truly,

A handwritten signature in black ink that reads "K. Manson-Smith". The signature is written in a cursive, flowing style.

Kate Manson-Smith
Deputy Minister