

Phase 2 Council Advisory Bodies Summary Report

Parks and Recreation Facilities Plan and Parkland Strategy
Phase 2 Engagement: Setting the Direction

Toronto Seniors' Forum – June 9, 2025

P&R Community Disability Steering Committee – June 19, 2025

Confronting Anti-Black Racism Advisory Committee – September 3, 2025

Aboriginal Affairs Advisory Committee – September 9, 2025

2SLGBTQ+ Advisory Committee – October 14, 2025

Toronto Accessibility Advisory Committee – October 24, 2025

Parks & Recreation Division

City of Toronto





VISION

NEXT STEPS

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Overview

Phase 2: Setting the direction

In this phase, draft directions informed by the needs and priorities identified by community members in Phase 1 were shared with the public for feedback. Community members were invited to help validate and refine these directions.

The community engagement activities in this phase included:

- an online survey
- equity-focused advisory group workshops
- virtual public meetings
- Indigenous Advisory Circles
- Do-it-yourself workshop kits

Feedback collected during this phase will help finalize updates to the PRFP. Visit the project webpage to review past engagement summaries and sign up for e-updates: www.toronto.ca/ParksandFacilitiesPlans

Engaging with Council Advisory Bodies

The Role of Council Advisory Bodies

A Council Advisory Body (CAB) provides advice by:

1. Making recommendations to City Officials on matters within their jurisdiction for consideration,
2. Making recommendations to the appropriate Council Committee for consideration, and
3. Making recommendations to City Council on a matter on the Council agenda.

A CAB recommendation that requires action by City Officials or City Council must first be considered by the appropriate Council Committee and, when necessary, approved by City Council. Formal recommendations were not made to the PLS or PRFP teams through the CABs – rather, suggestions were provided for consideration as this work moves forward.

Objectives of Presenting to the CABs

PLS and PRFP project teams engaged with four of the City's CABs that directly discuss, advise on, and engage with equity considerations for Indigenous, Black, 2SLGBTQ+, and disability communities. CABs provide a diverse range of perspectives and include members with backgrounds in academia, community advocacy, grassroots organizing,

community groups, and lived experience. The objective for bringing the PLS and PRFP proposed directions to the CABs was to receive feedback from expert bodies that represent and have built trust with Black, Indigenous, and equity-deserving communities in Toronto.

Invitations to attend the CAB meetings were shared publicly or with select members of the public. The PLS and PRFP project team intentionally wanted to display transparency in the community engagement process by presenting the proposed directions publicly and making materials available on the City's Toronto Meeting Management Information System.

Seniors' Forum

Meeting details

The Toronto Seniors' Forum took place on June 9, 2025. Approximately 15 members were present.

Discussion highlights

Accessibility and conditions of existing facilities

Questions and comments:

- Riverdale Park and its pool are inaccessible due to long sets of stairs in several locations.

Encampments

Questions and comments:

- Barbara Hall Park is perceived as poorly maintained and unusable due to the encampment.
- What can be done about parks facing similar issues?
- Encampment-related solutions fall outside the Parkland Strategy. Concerns are being shared with the City's Encampment Office. Barbara Hall Park is currently undergoing a park improvement process.

Dementia-friendly design

Questions and comments:

- How is dementia-friendly design being considered in these plans?
 - Dementia-friendly design isn't specifically reflected in the current plans but can be explored for the revised plans. The City has been doing research on approaches in other jurisdictions, such as the planned dementia-inclusive park in Calgary that includes sensory features and clear wayfinding and signage.

Low parkland provision

Questions and comments:

- Parkland is limited downtown. Rooftop parks were suggested as an option in dense areas.
 - Developers must provide the City with park land dedication in the form of land at the development site or funds that equivalent to the value of the land. The City is limited in how much they can ask from developers by the provisions of the *Planning Act*. Funds collected are used to acquire land to create parks, such as the one in the Richmond Street/ University Ave area.

Community recreation facilities

Questions and comments:

- Will community rooms be available in the new north-east Scarborough Community Centre?
 - The Rouge Valley Community Recreation & Child Care Centre is a new Community Recreation Centre in Scarborough, set to open this fall. It is a good example of the new type of Community Recreation Centres the City builds. The centre will include multi-purpose rooms, a teaching kitchen, fitness/dance studios, a double gymnasium (large enough to accommodate an indoor cricket pitch), running track, indoor lane pool and leisure pool, childcare centre, and more.
- For more information on this project, including renderings, layouts, and project updates, [click here](#).

P&R Community Disability Steering Committee

Meeting details

The P&R Community Disability Steering Committee met on June 19, 2025 from 10:00 a.m. to 12:00 p.m. 17 members were present.

Discussion highlights

Budget and planning

Questions and comments:

- Do these plans impact the City budget?
 - The Facilities Plan directly informs the 10-year capital budget and will influence the next budget cycle once approved by Council. The Parkland Strategy is less tied to capital budgeting because it is high-level and does not outline specific projects.

Signage and wayfinding

Questions and comments:

- Increase and improve signage, including large welcome signs and dynamic/digital signage showing permitted uses, programs, and daily updates.
- Ensure large, clear signage identifying WheelTrans pick-up and drop-off locations, especially for new drivers unfamiliar with facilities.
- Update the presentation slide text to correctly reference the “Parks and Recreation Community Disability Steering Committee.”

Accessibility

Questions and comments:

- Install charging stations for wheelchairs and phones in parks, potentially integrated into light posts, to support longer use of outdoor spaces.

- Ensure that designated WheelTrans drop-off areas are not only physically available but actively kept clear of unauthorized vehicles.

Program updates

Questions and comments:

- Add “ski hills” to the list of facilities not included in the Facilities Plan.
 - The City is piloting inclusive ice supports through a partnership with Desjardins Insurance; if successful, these supports may be expanded city-wide.
- Community recreation centres offer a “sensory toolbox” program to provide users with access to sensory tools.

Confronting Anti-Black Racism Advisory Committee

Meeting details

The [Confronting Anti-Black Racism Advisory Committee \(CABRAC\)](#) took place on September 3, 2025 from 9:00 a.m. to 12:00 p.m. 8 CABRAC members and the Chair, Deputy Mayor Morely, were present.

CABRAC attendees

- Lucina Rakotovao (Vice-Chair)
- Halimo Hashi
- Rosemary Sadlier
- Walied Khogali Ali
- Queen Kukoyi
- Dr. Charis Newton-Thompson
- Dr. Kathy Moscou
- May Mohamed

Item [CR7.1](#) – The Parkland Strategy and the Parks and Recreation Facilities Plan was [presented](#) for feedback. The meeting was broadcasted on YouTube and published on [Toronto.ca](#).

Discussion highlights

Community engagement and empowering residents

Meaningful and resourced community involvement

Questions and comments:

- Highlighted that “most groups that have been engaged are agencies” rather than resident associations.
- Called for resident groups to be “not only consulted, but resourced and empowered to co-lead recreation and parks.”
 - Emphasized sustained involvement for equity-deserving groups, noting that many “don’t have grants” and that mothers “need services for their kids.”
- Questions sent to the project team after the CABRAC meeting:

- How will the City ensure meaningful engagement with neighbourhood associations and grassroots organizations, particularly in equity-deserving communities like Regent Park?
- The PLS and PRFP are City-wide documents. A multi-phase, city-wide approach to community engagement is informing the development of the PRFP and PLS, with over 10,000 residents participating. Outreach included pop-ups in every city ward and engagement with equity-deserving communities through Social Development and Finance's [Community Coordination Plan clusters](#). When new parks and recreation facilities are built or renewed in a neighbourhood, local engagements take place as part of the design process.
- What mechanisms will guarantee that resident-led groups are resourced and empowered to co-lead in shaping parks and recreation planning?
- This will be taken as a suggestion.
- Will capacity-building supports be made available so that grassroots groups can sustain long-term involvement?
- Deputy Mayor Amber Morely highlighted that local resident-led associations “are often the ones animating spaces, on shoe-string budgets, if any.”
- Called for empowering local residents and aligning goals with other City strategies like SafeTO.

Governance

Questions and comments:

- Emphasized that governance must accompany reporting: “This piece needs governance as well.”
- Suggested resource gaps be addressed through community benefit agreements and social development plans, with better integration between residents, associations, and facility booking systems.
- Questions & comments sent to the project team after the CABRAC meeting:
 - How will the City ensure that feedback from resident-led groups is tracked and reflected in decision-making?
 - A multi-phase, city-wide approach to community engagement is informing the development of the PRFP and PLS, with over 10,000 residents participating. The outcomes of each phase of engagement are shared on the project webpage for transparency, and feedback from residents, along with wider analysis of parkland and recreation trends and needs, informed the draft updates for both the PLS and PRFP.
- Can these plans be aligned with existing community benefits agreements (CBAs) and social development plans (SDPs) to maximize impact?
- These plans should be used to inform new CBAs and SDPs. They should be used with existing SDPs to inform new parks and recreation centre projects.
- Deputy Mayor Morley expressed a desire for alignment “through a holistic approach,” ensuring linkages between these plans and wider city strategies.

- These questions will be taken as suggestions by the project team, to inform the PLS and PRFP as this work progresses.

Parks as spaces of healing, safety and belonging

Parks as healing

Questions and comments:

- Described green spaces as “the most healing thing” and asked how parks can “enable healing, community safety for Indigenous, Black and equity-deserving communities.”
- Encouraged a rethinking of “policing in parks – I want us to turn that around.”
- Questions sent to the project team after the CABRAC meeting:
 - How can parks and recreation facilities be intentionally designed and programmed as spaces of healing, belonging, and cultural expression for Black, Indigenous, and racialized communities?
 - Shared that updated descriptions of “high-quality parks” are proposed to include reflecting neighbourhood fabric/context
 - Noted that “community gardens support holistic health and wellness. They are spaces for healing.”
 - What safeguards will prevent parks from becoming sites of over-policing or displacement of marginalized residents?
 - Will the City explore shared stewardship models with resident-led groups as co-managers of programming and upkeep?

Equity considerations for data management and measurement

Disaggregated and race-based data

Questions:

- How will the City use disaggregated race-based data to assess access to quality parks and rec facilities? This data is key because “if we don’t have data to analyze and understand, we can’t make direct investments.”
 - The Parkland Strategy (PLS) aims to report on metrics like park access and progress over time.
 - Why are Privately Owned Public Spaces (PoPs) not counted, wondering if this exclusion skews the numbers because people don’t feel comfortable accessing those spaces?
 - Including POPs “would skew the data” since the City can’t control programming or safety in those spaces.

Indicators and tools for equity mapping

Question:

- What would be considered a realistic equity indicator to spatially map the prioritization of parks?
- The City is creating its own Equity Index with more current census data. Indicators include:
 - Low-income rates
 - Dependency ratio (youth and seniors)
 - Percentage of Black residents
 - Percentage of racialized residents
 - Percentage of Indigenous peoples
 - Percentage of newcomers
 - Language access barriers

Long-term sustainability

Questions sent to the project team after the CABRAC meeting:

- How will disaggregated race-based and income-based data inform the prioritization of investments in historically under-resourced communities?
- Race and income measures are included in the new equity index that is being used to inform both the PLS and PRFP (see above).
- Can the City commit to embedding parkland and recreation facilities as mandatory community benefits in redevelopment projects?
- The City is limited in what it can require from developers, by the Province. Recently, provincial legislation changes have further limited what community benefits the City can require from developers – this has negatively impacted the amount of parkland and parkland benefits the City is able to secure through new developments.
- What steps will ensure that investments are sustainable and not limited to one-off capital projects?
- Different funding sources have different options for how they are spent. Funds attained for parks and recreation through new development must be used for new or enhanced parks and recreation facilities (not for state of good repair). When new parks and recreation facilities are designed, it is important that the operating impacts from that capital investment are properly understood and addressed through the City's operating budget (funded through taxes).

Black food sovereignty

Community gardens and food security

Question:

- Is data collected on the correlation between Black community gardens and food security in relation to where Community Recreation Centres (CRCs) are, or where they are being built?
- Acknowledged “no existing dataset” currently looks at food sovereignty specific to Black communities.
 - Shared plans to study “where community gardens are located” and whether new land or existing parks could accommodate more.
 - Highlighted links between “outdoor food growing and indoor spaces (like CRCs) to prepare or sell that food.”

Expanding access to food services

Question from Deputy Mayor Morely:

- How can rooftop gardens be expanded in new civic facilities and CRCs? CRCs “with rooftop gardens have been successful” and that new facility standards could integrate this model.

Displacement, gentrification and local access

Comment:

- Raised concerns about “displacement” and whether the City will invest back into communities if prioritization displaces folks. Acknowledged green gentrification concerns: “Sometimes areas that get great amenities become more expensive.”
 - Emphasized the goal is to add parkland in areas with less access, not avoid investment but “keep access equitable.”
 - City is committed to local hiring practices and “locally responsive programming” to ensure residents continue to access upgraded facilities.

Housing and encampments

Question and comment:

- How will the City address the presence of police in parks and link encampments to the state of affordable housing? Expressed concern that PLS may indirectly lead to encampment evictions, referencing 2021 evictions and outdated police strategies.
- Clarified that the PLS and PRFP do not govern policing or encampment policy but will ensure such feedback is shared with the relevant divisions.

Urban heat

Comments:

- Confirmed that “urban heat island effect” is being considered in the land acquisition tool to prioritize green space where it’s most needed.
- Called for stronger alignment with climate goals and green building standards for new facilities.

Social determinants of health

Comments:

- Suggested partnering with Community Health Centres, noting that “parks are a social determinant of health” and can substitute for gyms.
- Deputy Mayor Morely supported this holistic framing: “It’s not just about facilities, it’s about how we’re using what we have and amplifying local leaders.”

Next steps

Comment Deputy Mayor Morely:

- Closed by thanking the team for their “expertise and passion,” calling the work “a really great start” toward transformation.

Motion to Receive Item moved by Councillor Amber Morley (Carried)

That the item be received for information.

[Agenda Item History - 2025.CR7.1](#)

Aboriginal Affairs Advisory Committee

Meeting details

The [Aboriginal Affairs Advisory Committee \(AAAC\)](#) took place on September 9, 2025 from 9:00 a.m. to 12:00 p.m. 15 AAAC members were present.

AAAC attendees

- Larry Frost
- Chantelle Barker
- Paige Kimiksana Kreps
- Cindy Le
- Karina Andrade
- Amira Mohamed
- Vanessa Ferrone
- Roxanne Coppaway
- Sundus Balata
- Suzanne Brunelle
- Richard Hunter
- Millie Knapp
- Nancy Martin
- Crystal Samms
- Frances Sanderson

The meeting began in a good way with Larry Frost, an elder, smudging all participants in the room and online.

Item [AA68.2](#)– The Parkland Strategy and the Parks and Recreation Facilities Plan was [presented](#) for feedback.

Discussion highlights

Facilities for skill development and Indigenous entrepreneurship

Comments:

- Consider dedicating an indoor ice rink to the Indigenous community
- Use existing parks and recreation facility spaces to provide opportunities for Indigenous peoples to develop sport and entrepreneurial skills.
- Provide opportunities for Indigenous youth to host businesses in recreation centers (potentially as a program or partnership with P&R).

Incorporate the truth into programming

Comments:

- Reconciliation actions have been identified, but elements that address the truth are lacking. Incorporate educational elements into recreation programming to teach people about the history and ongoing legacy of the residential school system.

Recommended future connections

Comment:

- Recommended the team connects with the Ojibiikaan Indigenous Cultural Network.

Motion to Receive Item moved by Richard Hunter (Carried)

That the item be received for information.

[Agenda Item History - 2025.AA8.2](#)

Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee

Meeting details

The Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee took place on October 14, 2025 from 9:30 a.m. to 6:00 p.m. 11 2SLGBTQ+ Advisory Committee members and the Chair, Councillor Chris Moise, were present.

2SLGBTQ+ Advisory Committee attendees

- Pink Angel
- Micah Chu
- Cooper
- Felipe Del Campo Donoso
- Susan Gapka
- Ranjith Kulatilake
- leZlie lee kam
- Lauren Pragg
- Terrence Rodriguez
- Leyla Shahid
- Talin Wright
- Maiesha Zarin
- Karina Andrade
- Carlie Turpin

Item [QS9.4](#) – The Parkland Strategy and the Parks and Recreation Facilities Plan was [presented](#) for feedback. The meeting was broadcasted on YouTube and published on [Toronto.ca](#).

Discussion highlights

Equity lens framework

Questions:

- How are the equity factors and lenses used to frame the PLS and PRFP embedded into the procedural aspects? How are these equity lenses being determined? How is the project prioritizing intersectional identities and why?
- The City has a number of prioritized documents such as the Reconciliation Action Plan that outlines equity and reconciliation actions for Parks and Recreation as well as the Toronto Action Plan to Confront Anti-Black Racism to help guide the project team in these spaces.
- Shared that the point about intersectionality is key. At the Equity Deserving Advisory Group (EDAG), we were able to bring together people with a variety of intersecting identities into one space to have these conversations.
- It is helpful for different community groups to hear the full range of feedback.
 - There has been strong solidarity in the EDAG in supporting one another's interests.
- The project team is open to advice on the approach to embedding equity lenses. It will impact where investment should be and what is built when.

Symbolism to increase feelings of belonging

Comment:

- Recommended rainbow signage in parks and facility spaces to make 2SLGBTQ+ communities feel a sense of belonging and welcome.
- For example, empowering 2SLGBTQ+ communities at park entrances using 2SLGBTQ+ flag colours.
- Rainbows can be included within the visual representation section of the PLS and PRFP. City-wide, the project team has heard that visual representation is an important element of ensuring resident experiences are inclusive for all.

Incorporating Indigenous worldviews

Question:

- How is the project team situating the park space planning within Indigenous worldviews and using land acknowledgements? It is important to incorporate elements in parks and facility spaces that create space for residents to embrace Indigenous worldviews (e.g., including relationship and impact to biodiversity and humans).

- The project team established a parallel engagement process with Indigenous communities as a response to the lack of Indigenous engagement in the original PLS and PRFP, to inform the updates to these documents. The multi-phased engagement process has included engagement with First Nations, establishing an Indigenous Advisory Circle, Indigenous community pop-ups, park tours, a classroom visit, and more.
- This entire nation is on treaty lands, under treaty law. In consultation with Indigenous community, City parks should have Indigenous naming, reflecting the Indigeneity of the land. Plaques should be installed to educate the public about the Indigenous history of a particular area of parkland.
- **Comment from Councillor Moise:** Defers to the AAAC or the Indigenous Advisory Circle to provide input on this topic.

Question regarding specific site of Blockorama event

Question:

- Asked if the City is having consultations with Pride Toronto about if the changes to the Green P parking lot will affect the Blockorama event during Pride Toronto. It is the largest Black queer signature event of Pride Toronto.
 - **Comment from Councillor Moise:** Public consultations on this topic will begin in early 2026 in consultation with Pride Toronto and other key organizations.

Accessibility

Question:

- Asked if there are considerations for accessibility that are specifically mobility-based?
 - Yes, mobility-based accessibility considerations are underway.

Comments:

- Include gender identity, sexual orientation, etc. when considering accessibility. Gender neutral spaces is an important direction to take for capital projects. For example, former City Councillor Pam McConnell did a good job at gender neutral spaces in the Region Park Aquatics Centre. Sports can be very gendered in its history. What is the City is doing to try and make parks and recreation facilities more inclusive for people of all sexual orientations and gender identities?
- Plenty of feedback was received through broader engagements about how to make hockey and ice more inclusive. It is important to not only build recreation facilities, but also to ensure that how space is used, and what

- programming is available, is equitable. This applies to not only ice facilities, but community centres, sports fields, and all recreation facilities.
- Proving gender neutral changerooms and washrooms, as well as providing facilities that are flexible and can be used for a range of programming at different times (e.g. from gender neutral to gendered programs) is important.

Question:

- Is programming in scope for the PRFP?
 - While the primary focus is the facilities, what we have heard about access and programming will be passed along to the appropriate teams.

Recommended future connections

Comment:

- Recommended connecting with the following organizations:
 - Black Coalition for AIDS Prevention
 - African Centre for Refugees
 - Community services at large

Motion carried to receive for information.

Toronto Accessibility Advisory Committee

Meeting details

The [Toronto Accessibility Advisory Committee](#) (TAAC) took place on October 24, 2025 from 9:00 a.m. to 6:00 p.m. 7 TAAC members and the Chair, Jamaal Myers, were present.

TAC attendees

- Navi Dhanota
- Richard Francis
- Dana Francoz
- Miranda Fray
- Kate Kalcevich
- Liv Mendelsohn
- Howard Wax

Item [DI14.4](#) – The Parkland Strategy and the Parks and Recreation Facilities Plan – Accessibility Feedback was [presented](#) for feedback. The meeting was broadcasted on YouTube and published on [Toronto.ca](#).

Discussion highlights

Program booking system accessibility

Questions and Comments:

- The accessibility of the booking system has been an ongoing struggle for programs in parks and CRCs. Is there a special focus on this topic for the PLS and PRFP Review?

Suggestions for improved booking systems and information sharing have been collected through the broader PLS and PRFP engagement process. Although the permitting process is out of scope of this review, the project team has connected with staff who work in the booking system area to share their findings.

- Related to the accessibility of the booking system, an initiative that recently took place was the “Hey Neighbour” information campaign about local early registration, to help spread information about early registration at priority

centres . Colleagues are reviewing the program to see if that is a model that can continue to be implemented for residents that otherwise have barriers to use these spaces.

Maintenance and accessibility

Comment:

- Underscored the importance of maintenance. Everything from snow removal to maintenance of equipment is critical to accessibility.
- Confirmed that maintenance and accessibility concerns have risen to the top of what was heard throughout the community engagement process. Support for investment in maintenance will be captured in the work.

Recommended future connections

Question:

- Great list of disability organizations you connected with. Has the City connected with disability groups specific to people who are blind and visually impaired. People who are visually impaired often know their routes in the park, and suddenly if there is a change, such as a giant planter, it is difficult to manage.
- For major new or renewed capital facilities, project teams often bring their plans to the P&R Community Disability Steering Committee, which includes representation of people who are blind or visually-impaired. The PLS and PRFP teams visited the P&R Community Disability Steering Committee as part of this work. The PLS and PRFP do not provide their own accessibility standards, but rather, refer to the AODA and TADG for when new or renewed parks or recreation facilities are built.

Improve accommodation devices offered

Question:

- Has there been research done about what accommodation devices are available to help improve facility accessibility? This plan will stress the importance of ensuring facilities continue to improve how they are designed. For example, the new CRC at East Bayfront, includes rooms designed for residents that are hearing impaired, by including technology that enables people using assisted listening devices to better hear what a course instructor is saying.

Inter-divisional coordination

Question from Councillor Myers:

- How is this being coordinated with other divisions such as the planning department? Regarding the Malvern Mall redevelopment, are you having conversations with City Planning about whether another park is needed? In addition to external engagement, the project team has been doing extensive internal engagement.
 - The project has an interdivisional working group that has representatives from different teams in city planning ensuring they are aligned and understand the PLS and PRFP proposed directions.
 - The project team continues to have briefings with the Chief Planner.
 - Policy changes in the Official Plan are a possible outcome for the PLS Review, which would be coordinated with City Planning.
 - The PLS does highlight specific areas that are being prioritized for parkland, however if an opportunity comes up to get parkland to provide a different use (i.e., fit a facility not available in that neighbourhood), Parks and Recreation would not say no to that additional parkland.

Park amenities

Questions from Councillor Meyers:

- In addition to washrooms, are there considerations for improved accessibility features for seating, shade and garbage bins? Particularly for people with disabilities and seniors (e.g., those with sensory disabilities).
 - For basic amenities, will there be a provision for which parks lack seating and an adequate amount of garbage bins? The City has captured this feedback throughout the engagement process, and we will ensure it is directed in the appropriate way for it to advance.

*Motion to Receive Item moved by Councillor Jamaal Myers (**Carried**)*

That the item be received for information.

[Agenda Item History - 2025.DI14.4](#)

Project Team

City of Toronto

Parks and Recreation Division-Strategic Project Implementation and Community Engagement Branch

- Annely Zonena – Interim Director

Parks and Recreation Facilities Plan Unit

- Matt Bentley – Sr. Project Manager
- Alex Lavasidis – Project Officer
- Vanessa Cipriani – Project Officer
- Amanda Rooney – Planner

Parkland Strategy Unit

- Danielle DeMarsh – Sr. Project Manager
- Toni Papa – Planner
- Erica Beasley – Planner

Capital Projects

- Paulo Fetalvero – Project Manager (attended only the TAAC meeting)

Community Engagement Unit

- Celina Chong – Sr. Public Consultation Coordinator

Consulting teams

- **Monteith Brown Planning Consultants**, Technical Consulting Team
- **Ridge Road Training and Consulting**, Indigenous Communities Engagement Leads