



COLUMBIA SHUSWAP REGIONAL DISTRICT **PARKS & RECREATION MASTERPLAN PROPOSAL**

RFP # 2025-999-0069-02 | June 2nd 2025

URBAN
SYSTEMS

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AND WORSCHEDULE C – FORM OF PROPOSAL

Website Portal: <https://pryceadvisory.bonfirehub.ca/>

RFP Project Title: Parks and Recreation Masterplan

RFP Reference No.: 2025-999-0069-02

Provide the following:

Legal Name of Proponent	Urban Systems Ltd.
Contact Person and Title	Catherine Berris, RLA, RPP, FCSLA, FASLA – Landscape Architect and Community Planner
Contact Telephone Number	604-833-8767
Contact Email Address	cberris@urbansystems.ca
Business Address	101 - 612 7th Street N PO Box 20204 Golden BC V0A 1H0
WorkSafe Number	265127
Health and Safety Coordinator	Tash Esparza

1. Certification and Acknowledgement

I/We, the undersigned duly authorized representative of the Proponent, having received and carefully reviewed all of the Proposal documents, including the RFP and any issued addenda posted on Bonfire (or having received directly), and having full knowledge of the Site, and having fully informed ourselves as to the intent, difficulties, facilities and local conditions attendant to performing the Services, submit this Proposal in response to the RFP.

I/We confirm that the following schedules are attached to and form a part of this Proposal:

Schedule C-1 – Exceptions, Departures and Alternatives

Schedule C-2 – Questionnaire

Schedule C-3 – Proponent's Pricing Proposal

I/We confirm that this proposal is accurate and true to best of my/our knowledge.

This Proposal is submitted this **02** day of **June**, 20**25**.

I/We have the authority to sign on behalf of the Proponent.

Name of Proponent	Urban Systems Ltd.
Signature of Authorized Signatory	
Name and Title (please print)	Catherine Berris, RLA, RPP, FCSLA, FASLA – Landscape Architect and Community Planner
Signature of Authorized Signatory	
Name and Title (please print)	Jeryn Mackey, RLA, BCSLA – Landscape Architect

SCHEDULE C-1 – EXCEPTIONS, DEPARTURES AND ALTERNATIVES

If the Proponent takes exception to any of the requirements, terms or conditions contained in the RFP Documents please identify all such exceptions here. Proponents may add additional lines to the table below if required.

Reference should be made in each case to the relevant provision(s) of the RFP Documents to which the exception applies and, to the extent possible, Proponent should submit the wording it would propose.

Note: Exceptions not identified and submitted below may not be considered at a later date.

Exceptions and departures are not used in the evaluation of RFP Proposals but are dealt with following the evaluation and therefore do not impact scoring. Departures requested in Schedule C-1 will not form part of the Contract unless, and until the CSRD agrees to them, in writing.

1. As of the date of this proposal, we advise that we have the ability to meet all of the above requirements except as follows (list in order of priority, if any):

Section Reference	Exception Description	Rationale	Proposed Wording
N/A	N/A	N/A	N/A

2. I/We offer the following alternates to improve the Services described in the RFP (list, if any):

Section	Requested Departure(s) / Alternative(s)
Q4 and Q5	In these sections, we have added extensive details and ideas that go beyond the high-level scope identified in the RFP, especially in the realm of community and Indigenous engagement.

SCHEDULE C-2 – QUESTIONNAIRE

Proponents should respond to the questions under each heading clearly and concisely.

Through the information provided in your Proposal, the CSRD expects to gain an in-depth understanding of a Proponent's experience, capabilities and capacity to provide the Services outlined in Schedule A, Scope of Services

PROFILE, EXPERIENCE AND QUALIFICATIONS:

Q1: Describe the location of branches, background, years of business under the current legal entity, stability, and structure of the Proponent. Provide an executive summary describing the Proponent's relevant experience and qualifications:

A1:

PROFILE AND EXPERIENCE

Founded in 1975, Urban Systems Ltd. is an interdisciplinary consulting firm that provides a wide range of professional services to Indigenous, provincial, regional, and municipal governments. Our services include parks and recreation planning, landscape architecture, communications and engagement, land use planning, asset management, civil engineering, climate action, environmental management, land economics, economic development/tourism, cultural/heritage planning, transportation, GIS analysis, and visual rendering. We deliver truly integrated services to our clients. With over 750 employees working out of 15 offices across western Canada, we offer a variety of community planning and design services that contribute to people, places, environment and the economy.

Our primary focus is developing long-term, mutually beneficial relationships with communities where we can really make a difference. "Spirit in service for vibrant communities" is our motto, and it is what brings us together as a network of exceptional practitioners who care deeply about our clients and the services we provide.

Some of our team members work mainly for our sister company, Urban Matters. It is one of Canada's first Community Contribution Companies—a unique business model where we are mandated to (and willingly) contribute 60 percent of our profits to help generate and sustain positive social change that will enhance the health and well-being of communities. Urban Matters' Indigenous, social, and community planning experts will ensure that this project is undertaken through a holistic approach that prioritizes community health and wellbeing.

We believe that our local knowledge and technical expertise position us to successfully deliver on this project. Our team members for this project are based in Golden, Kamloops, Kelowna, Fort St. John, Edmonton, and Vancouver. Our team members who live near and within the study area are readily available for in-person contacts and conversations, with our specialty subject matter experts available to guide and support the project.

PARKS AND RECREATION PLANNING AND DESIGN

Parks, recreation, and trails planning is one of our core service areas. We are always integrating new tools and approaches, we have a deep understanding of trends in this sector, we use a wide range of community engagement methods, and we make each project unique to its place and community of users. Some of these plans also include culture.

We also work on many park and trail design and construction projects, which helps our planning work be realistic and achievable. We focus on designing spaces that are inspiring, comfortable, functional, environmentally sensitive, and accessible. We have been implementing nature-based solutions for decades.

PUBLIC ENGAGEMENT AND CONSULTATION

Urban Systems has an experienced team of professionals who are skilled at facilitating large and complex multi-interest holder engagements. We adhere to the best practices set out by the International Association of Public Participation (IAP2), which emphasize inclusivity, transparency, and equipping participants with the information they need to make informed decisions. Our team is also trained in facilitating partnerships, which underpins our approach to multi-interest holder engagement when the goal is joint planning and ongoing collaboration.

TRUSTED RELATIONSHIPS WITH INDIGENOUS COMMUNITIES

Urban Systems works extensively with Indigenous communities across western Canada. Over the past three years, we have worked with more than 100 separate Indigenous communities and organizations in B.C. Through this experience, we have strong relationships built on a foundation of mutual trust and respect. Many of the Indigenous communities identified in the RFP are current or previous clients of ours. It is therefore critical to us that we maintain their trust and support. For projects that involve a deeper level of Indigenous connection and engagement, we have a group of Indigenous consultants on our team, three of whom will be on this project.

Our engagement process and recommendations will be designed to acknowledge the rights of Indigenous peoples to actively participate and influence all matters that concern them and their right to remain distinct and pursue their own visions for stewardship of the land.

OUR CANOE JOURNEY - ORGANIZATIONAL COMMITMENT TO TRUTH AND RECONCILIATION

The Canoe Journey is a transformative initiative at Urban Systems rooted in Indigenous traditions, that is guiding the organization's ongoing commitment to Truth and Reconciliation. Using the metaphor of a canoe journey, it emphasizes that reconciliation is not a destination but a shared, ongoing process. Through Talking Circles facilitated by the Indigenous Consultants Group, over 300 Urban employees across 15 branches have engaged in meaningful dialogue, reflection, and storytelling. The journey fosters cultural humility and creates safe spaces for individuals at Urban to reflect on their personal journeys of truth and reconciliation and role in building respectful relationships with Indigenous Peoples. We believe this work cultivates a deeper understanding of history, strengthens internal culture, and aligns with our values of respect, inclusion, and continuous learning. We are honest in acknowledging that our journey is only at the beginning with many kilometres left to go. It supports our dedication to a cultural shift that invites everyone to paddle together toward a more just and equitable future.

GIS AND THEMATIC MAPPING

We have a large, long established, skilled, and diverse team of GIS professionals with experience leading GIS-centric projects or supporting other practice areas like park planning and analysis, community planning, land economics, landscape architecture, transportation, and civil engineering. Our team can acquire and download spatial data, prepare attractive and user-friendly maps, and conduct complex analyses. We use the most current software and can provide many options for collaborating and reporting results including web maps, dashboards, and Tableau. Our GIS team has advanced unique tools for parks and recreation planning such as equity mapping and network-based proximity analysis.

Q2: Describe three (3) specific examples of recent work completed by the Proponent that required the performance of services similar to the Services described in this RFP. When more than three project references are provided, only the first three listed will be reviewed and scored.

In each case, the Proponent should identify:

- (a) Project and client name;
- (b) Scope of Services provided;
- (c) Project actual start and completion dates;
- (d) Names of key personnel involved in the project who will be available to perform the Services under this Agreement; and
- (e) Contact reference information, phone number and email address of an individual from each client who can provide details and feedback regarding the services performed by the Proponent. The CSRD may contact these references.

A2:

REFERENCE PROJECT 1: REVELSTOKE PARKS AND RECREATION MASTER PLAN

CLIENT:	City of Revelstoke
ACTUAL START AND END DATES:	May 2021 – August 2022
TEAM FROM THAT PROJECT AVAILABLE FOR THIS ONE:	Catherine Berris, Shasta McCoy Laurie Donato Director of Parks, Recreation & Culture City of Revelstoke
REFERENCE	Telephone: 250 837-9351 Email: ldonato@revelstoke.ca

SCOPE OF SERVICES:

The City of Revelstoke's previous Parks and Recreation Master Plan was completed in 2011. Since that time, the City has experienced significant growth, changing leisure patterns, and a growing tourism industry. Parks and recreation are of great interest to residents and visitors and can have significant contributions to quality of life.

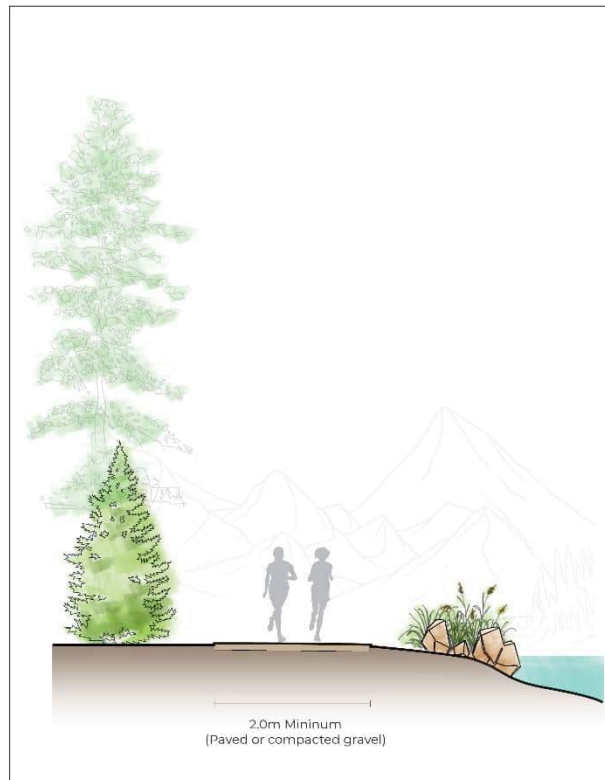
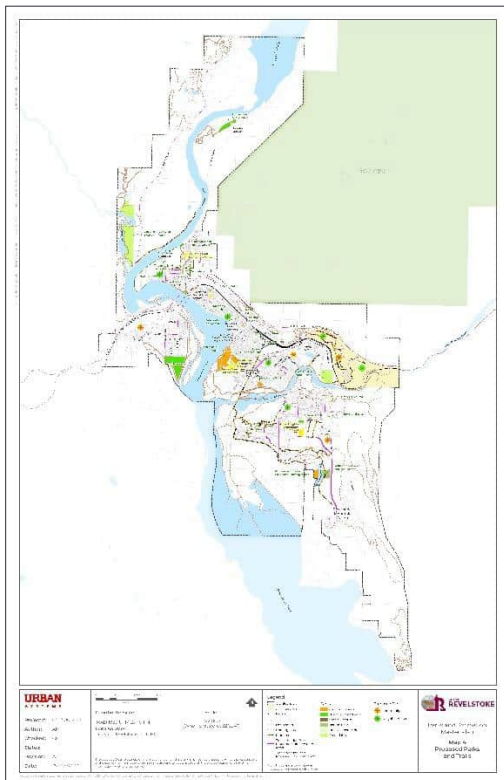
The City was in need of a new 10-year Parks and Recreation Master Plan to strategically guide decisions related to municipal parks and recreation facilities and services.

As a Resort Municipality with high visitation by tourists, the plan needed to address the multiple roles of providing amenities for residents, tourists, and the “shadow” population of employees who support the tourism industry.

Some of the key challenges were aging infrastructure, disconnected trails, and insufficient amenities to meet the needs of this growing and outdoor recreation-oriented community.

Our team was the prime consultant, responsible for data collection and analysis, GIS mapping, and comprehensive engagement with interest holders and the public. The community engagement plan had to pivot to virtual tools due to COVID-19. Despite that, participation in surveys, workshops, and interviews was high. The first survey had 546 respondents, a booth was set up at the farmer's market, there were six virtual visioning workshops, and a second round of engagement was used to establish priorities to guide the phasing plan.

This master plan provides the City direction for park acquisition and development; improvements to parks, trails, and facilities; and guidance on programs, operations, and events. The recommendations are cost-effective, consistent with leading industry practices, and reflective of recreation trends.



REFERENCE PROJECT 2: LIQUID WASTE MANAGEMENT UPDATE AND ENGAGEMENT

CLIENT:	Columbia Shuswap Regional District
ACTUAL START AND END DATES:	2022 to August 2023
TEAM FROM THAT PROJECT AVAILABLE FOR THIS ONE:	Sierra Kasper-Momer Ben Van Nostrand Team Leader, Environmental Health Sciences Columbia Shuswap Regional District Telephone: 250-517-7271 Email: bvannostrand@csrd.bc.ca
REFERENCE	

SCOPE OF SERVICES


The Columbia Shuswap Regional District (CSRD) retained Urban Systems Ltd. to review options and provide recommendations to advance septic system management and further encourage septic system maintenance in four liquid waste management plan (LWMP) service areas: Area A, Area C (covering Area G), and Area F (two areas). Throughout 2023, Urban Systems supported the CSRD with community engagement to raise awareness of septic maintenance and gauge support for the rebate program.

A Communications and Engagement Plan was developed to guide communications and engagement with residents and interested parties. As part of this process, audience and sentiment mapping took place with the CSRD Directors to understand the key concerns for each electoral area and ensure communications efforts effectively reached residents across the CSRD.

Based on the Communications and Engagement Plan, the Urban Systems team:

- Drafted an online survey to collect feedback from property owners in the four LWMP services areas. The purpose of the survey was to gain a better understanding of the level of support for the proposed rebate program.
- Developed content for a project web page on CSRD Connect to host key information and resources related to the Liquid Waste Management Plan Update. The page included an overview of the project, a project timeline, contact information, FAQs and the online survey.
- Created a video to share information about the proposed rebate program, which was embedded on CSRD Connect to help make the information more accessible.
- Drafted and designed social media posts and accompanying graphics for the CSRD's X (Twitter) and Facebook platforms throughout the project to raise awareness and promote the online survey.

- Analyzed engagement data and wrote a What We Heard Report, or engagement summary, to clearly and concisely outline the findings in a visually appealing format.



What You Need to Know

Updating Our Liquid Waste Management Plans

The CSRD is currently updating its Liquid Waste Management Plan (LWMP) and proposing to introduce a new rebate program to encourage property owners to maintain the health of their septic systems. The project will include technical work alongside engagement with the public and Indigenous Partners throughout 2023.

What is a Liquid Waste Management Plan?

Liquid Waste Management Plans (LWMPs) are formal, binding documents required and approved by the Minister of Environment but led by local governments. LWMPs need to be updated when local conditions change to trigger the creation of a new one.

What is a Liquid Waste?

Liquid waste is wastewater, including fats, oils and grease, and stormwater run off.

CSRD ADMINISTERS FOUR LWMP SERVICE AREAS

Electoral Area C/S South Shuswap	Electoral Area F South Okanagan, Central-Kootenay
Electoral Area E Mid-Shuswap and Central Shuswap (Penticton, Armstrong, Mission)	Electoral Area F Okanagan Valley

Water is a valuable resource and once used, we have a responsibility to ensure the it goes back into the ground as clean as it came out. Good septic system maintenance helps to achieve this.

PROJECT TIMELINE

- LWMP Progress Report (November 2021)
- Engagement w/ Ministry of Environment (November-March 2022)
- Septic Smart 2.0 Study (April/August 2022)
- Engagement for Septic Rebates (Spring 2023)
- First Nations Consultation (Through 2023)
- LWMP Update Reports (Fall 2023)
- Submit & Finalize with Ministry of Environment (Winter 2023)
- Continue Service Delivery (Spring 2024 & Beyond)

Septic Smart 2.0: Proposed Rebates for Good Septic Health

The exploration of a new septic system rebate program is a key focus of the LWMPs review and update.

We do not plan to change the tax requisition type or funding amount to develop and administer the rebate program. Instead, we will proceed incrementally to build the program over multiple years.

Rebates for property owners to upgrade their septic systems exist in other regional districts in B.C. Those programs are often fully subscribed causing more proactive maintenance than would otherwise happen without the rebates.


Today, proper and proactive septic system management remains the primary need to protect public health and the environment in all four service areas.

CSRD's 2023 Engagement Activities to Update the LWMPs

CSRD will engage local residents in the four service areas to:

- communicate the importance of upgrading and maintaining septic systems
- evaluate level of support for a rebate program
- review the need for a community septic system
- understand the level of support for the consolidation from 2 to 1 service areas (Area F only)

Ben Van Nostrand, P.Ag., ASCT
Team Leader, Environmental Health Services
Columbia Shuswap Regional District
250.833.5940 | bvannostrand@csrd.bc.ca



Effective March 2025, the Provincial Ministry of Environment approved the CSRD's Liquid Waste Management Plan amendments for all four service areas.

PROJECT 3: RECREATION FACILITY PLANS FOR CULTUS LAKE, GOLDEN EARS, AND MOUNT SEYMOUR PROVINCIAL PARKS

CLIENT:

BC Parks

ACTUAL START AND END DATES:

November 2022 – May 2025 (almost complete)

TEAM FROM THAT PROJECT AVAILABLE FOR THIS ONE:

Catherine Berris, Quinn Howard, Gayle Frank

Joanna Hirner

Regional Planning Section Head, Recreation Expansion Program, BC Parks

Telephone: 604-398-5914

Email: Joanna.Hirner@gov.bc.ca

REFERENCE**SCOPE OF SERVICES:**

These parks, within and close to Metro Vancouver, are enjoyed by visitors from the Lower Mainland and beyond. Visitors participate in a variety of outdoor activities, including front-country and back-country activities. While Cultus Lake and Golden Ears are most popular in the summer, and Mount Seymour is a major draw in the winter, all three of the parks have year-round use. As the number of visitors in these parks continues to rise, there is growing pressure on the parks' facilities and resources.

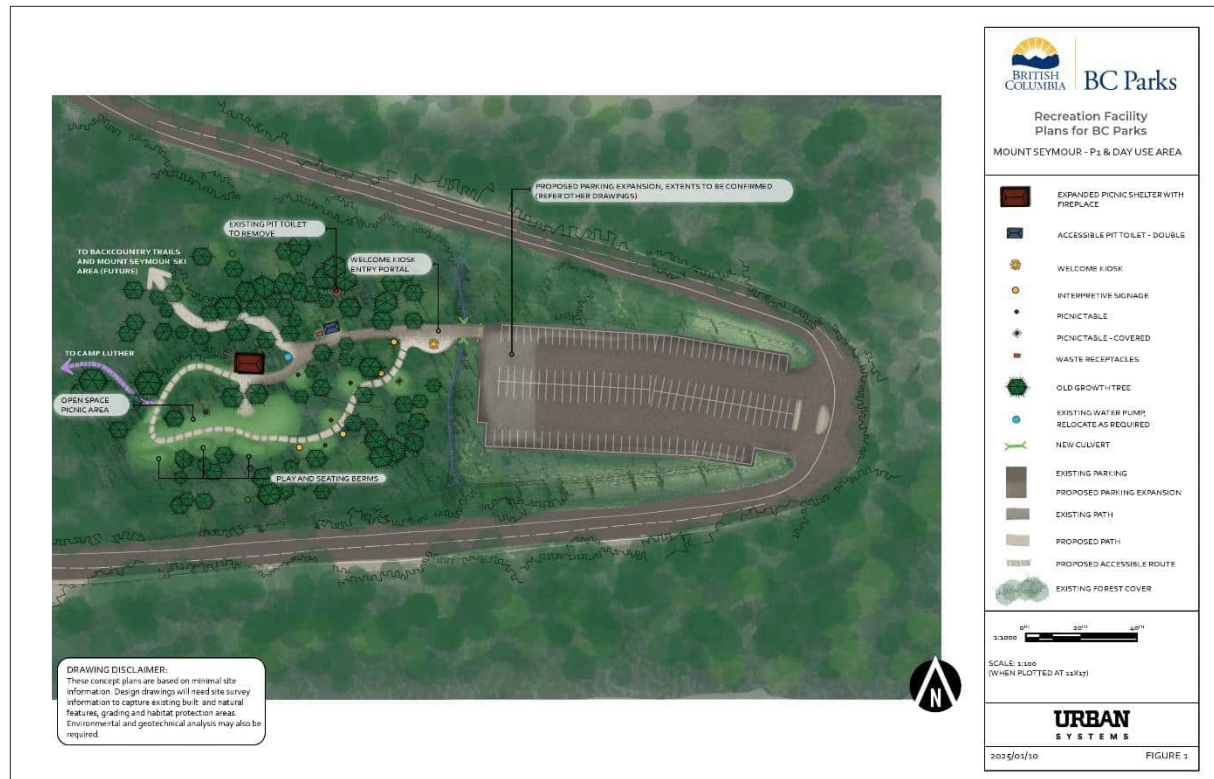
BC Parks initiated a Recreation Facility Plan process to identify what facilities and services are needed to:

- provide a range of enjoyable, high-quality, and safe outdoor recreation opportunities for visitors, **and**
- manage the increasing levels of use in ways that protect the environmental and cultural integrity of the park.

The Recreation Facility Plans identify and recommend facility improvement projects for potential implementation in the future. The plans focus on respecting the following aspects of the parks:

- Indigenous interests
- Environmental interests
- Visitor use pressures and trends
- Parking/congestion
- Accessibility
- Existing and potential new park facilities

Our scope of work included site visits and complete GIS mapping and analysis, including visitor use assessments using data from mobile devices. The communications and engagement process was comprehensive, including Indigenous engagement, community surveys, interest holder and resident workshops, interviews with key interests, and online project pages and a mapping tool. The recommendations identify Indigenous cultural interest recognition opportunities, protection of cultural, archaeological and environmental resources, and park improvements that address recreation needs and opportunities.



Q3: Provide information on the background and experience of the Proposed team to undertake the Services, including any subcontractors. Team description and resumes should align to Section 8 in Schedule A:

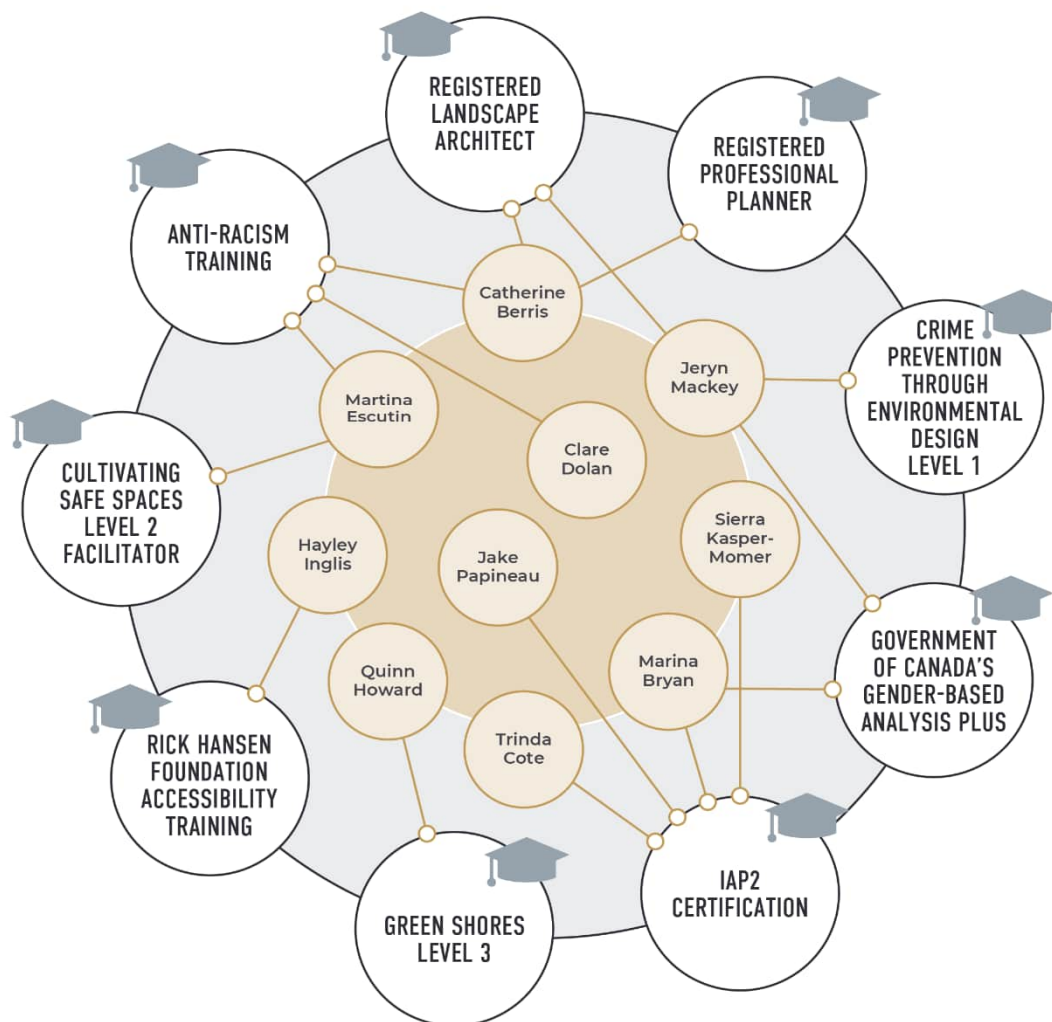
A3:

ABOUT US

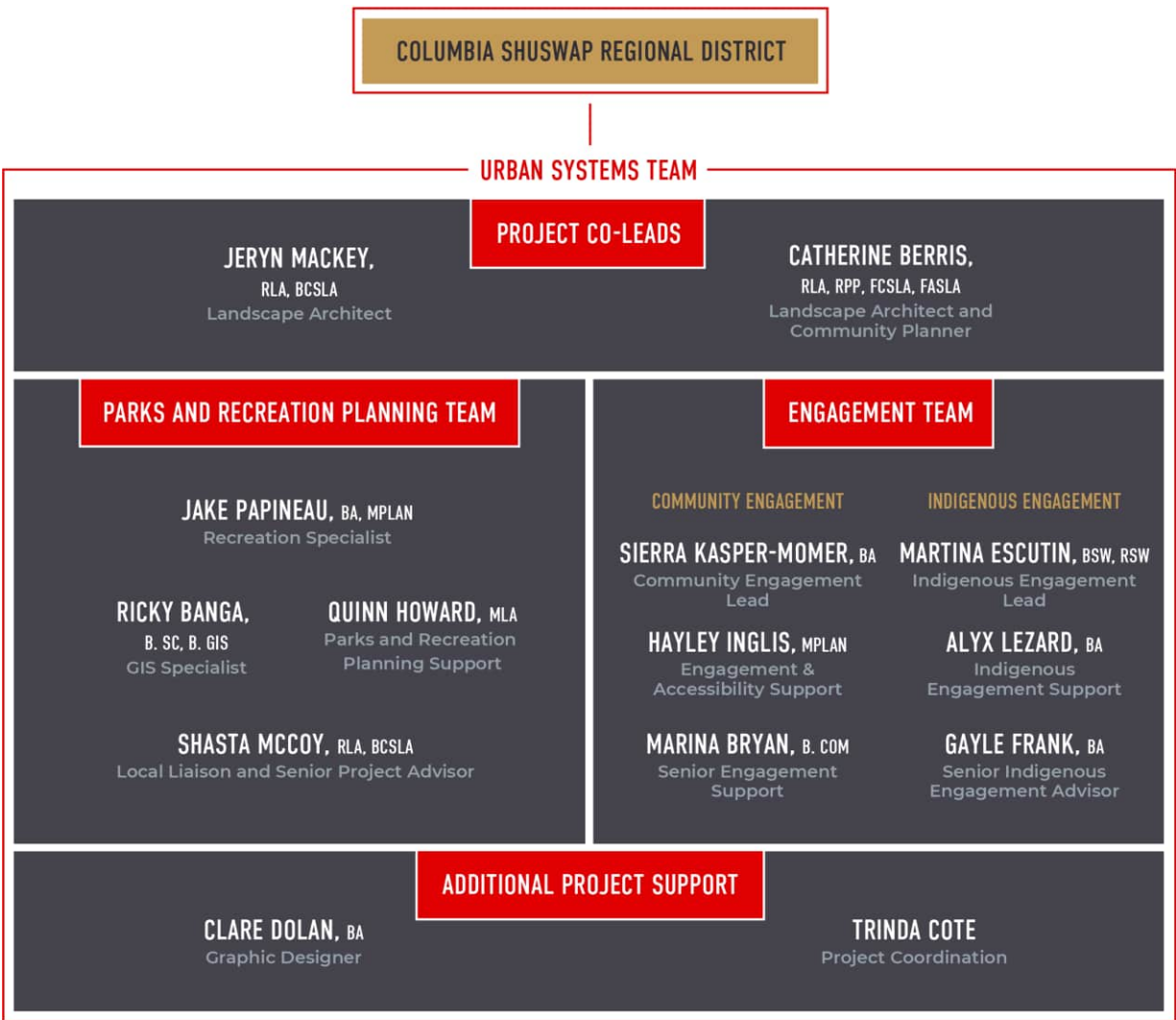
We have completed at least 50 parks, recreation, culture, and trails master plans (various combinations thereof), and at least 60 park master plans. All of the projects include community engagement, the larger scale projects involve GIS analysis and mapping, many involve plans for new facilities, and the individual park master plans often include visual rendering and/or sketching.

TRAINING AND QUALIFICATIONS

The following are certifications and training that we have:



TEAM ORGANIZATIONAL CHART



OUR TEAM

CATHERINE BERRIS, RLA, RPP, FCSLA, FASLA | LANDSCAPE ARCHITECT AND COMMUNITY PLANNER | PROJECT CO-LEAD

Catherine will be the primary point of contact with the CSRD. She will guide the work, attend key meetings, and review all products.

Catherine is a Registered Landscape Architect and a Registered Professional Planner. She has an extensive background in park planning and design, community and environmental planning, community engagement, landscape architecture, and consensus-based planning. In a career spanning more than four decades, Catherine has been at the forefront of her disciplines, building relationships and preparing plans and designs that have enhanced communities and the environment. Before joining Urban Systems, she spent 28 years as principal of Catherine Berris Associates Inc. (CBA), an award-winning planning and landscape architecture firm in Vancouver, B.C. Her project experience spans parks, recreation, culture, and trails planning and design; integration of reconciliation and culture, green infrastructure, ecological enhancement, and restoration; designs for a wide range of park amenities, shoreline planning; detailed design; and successful community engagement processes. She often leads large, complex projects. Catherine has been honoured by being appointed a Fellow of the Canadian and American Societies of Landscape Architects.

The following are some of Catherine's most relevant projects from recent years:

- BC Parks Recreation Facility Plans for Cultus Lake, Golden Ears, and Mount Seymour Provincial Parks 2025
- Whistler Parks Planning 2020 - 2025
- Lethbridge Parks Plan 2025
- Comox Lake and Preservation Creek Conservation Lands 2024
- Prince Rupert Parks Plan 2023
- Sumas Mountain Study 2021
- Sooke Parks and Open Spaces Plan 2020

Catherine is familiar with the study area through her work on the following projects within or near the study area:

- Revelstoke Parks and Recreation Plan
- CSRD Electoral Area E OCP
- Salmon Arm OCP
- Salmon Arm Greenways Plan
- Splat sin Comprehensive Community Plan and Land Use Plan

**JERYN MACKEY, RLA, BCSLA | LANDSCAPE ARCHITECT
PROJECT CO-LEAD**

Jeryn will co-lead this project with Catherine, providing support on engagement facilitation, document preparation, and client communications.

Jeryn is a Registered Landscape Architect with several years of experience in parks, trails and recreation planning and design. Her past project experience includes parks and recreation plans, park management plans, and trail design guidelines and details. Her work has a strong focus on the social components of landscape planning and design, and she is particularly passionate about using design to improve equity in public space.

The following are some of Jeryn's most relevant projects:

- City of Fort St. John Parks and Recreation Master Plan (2017) and Parks and Recreation Plan Update (2022)
- District of Ucluelet Wild Pacific Trail Improvements
- District of Tumbler Ridge Parks and Recreation Master Plan
- Regional District of Central Kootenay Lardeau Park Master Plan

**JAKE PAPINEAU, BA, MPLAN | COMMUNITY AND SOCIAL PLANNING CONSULTANT
RECREATION SPECIALIST**

Jake will lead the asset and program analysis components of the project including comparative analysis and trends and will assist in preparing plan recommendations.

Jake is an experienced and enthusiastic consultant with more than 10 years' experience working in community planning, land use development, engagement and consultation, recreation, parks and culture, sustainability and resiliency, data collection and analysis, and plan and strategy development at multiple scales including for municipalities, businesses, and non-profits. His work across disciplines focuses on identifying on plan and process improvement to strengthen implementation and build collaborative approaches to community development. He is a Candidate Member of APPI/CIP and has an IAP2 certificate in public engagement.

**QUINN HOWARD, MLA | LANDSCAPE AND NATURE-BASED SOLUTIONS CONSULTANT
PARKS AND RECREATION PLANNING SUPPORT**

Quinn will support all project activities, including in-person engagement and meetings and will provide local context and connection throughout the project.

Quinn is a community and technical consultant specializing in park planning and design, green infrastructure, natural asset management, climate adaptation and inclusive, universal design. Based in Golden/Parson BC, Quinn is a passionate CSRD resident and recreation services user. Her work throughout the Kootenays gives her an understanding of the region and led to strong relationships with municipalities, First Nations, and regional interest holders in that area.

**SHASTA MCCOY, RLA, BCSLA | LANDSCAPE ARCHITECT
LOCAL LIAISON AND SENIOR PROJECT ADVISOR**

Shasta will work as a senior local liaison, working from our Golden office to support with local context and experience.

Shasta is an award-winning, intrepid designer; her inventiveness in planning and shaping public space is reflected in communities throughout western Canada. As a consultant with Urban Systems for 15 years, she has played a key role in delivering parks, community planning, green infrastructure, placemaking, and streetscape projects. With masters' degrees in landscape architecture and environmental studies, as well as a Bachelor of Science in horticulture, she has cultivated a deep green design practice with a down-to-earth foundation. Shasta is highly skilled at weaving complex problems into solutions that respond effectively to diverse interests, and she is an expert at communicating information and articulating solutions and ideas through compelling graphics. Shasta has undertaken many projects with and for Indigenous communities.

**SIERRA KASPER-MOMER, BA | IAP2 ENGAGEMENT SPECIALIST
COMMUNITY ENGAGEMENT LEAD**

Sierra will lead the development of the Communications and Engagement Plan, lead public and third-party organization communications and engagement, and develop the engagement summary reports for each phase of engagement.

With a creative and collaborative approach, Sierra specializes in written and visual content development and public engagement. She has experience providing strategic communications and engagement support in diverse practice areas (planning, transportation, community and governance, emergency response communications) where she engages with a variety of audiences and interest holders. Sierra specializes in engagement in small towns and rural communities, and has a passion for building relationships and understanding local priorities. Sierra's expertise of online platforms such as Zoom, Mural, Survey Monkey and ArcGIS StoryMaps lend her the ability to execute innovative engagement opportunities that allow participants to meaningfully engage on a variety of topics. Sierra has completed her Certificate in Public Participation from the International Association of Public Participation (IAP2).

**MARINA BRYAN, B. COM | IAP2 ENGAGEMENT SPECIALIST
SENIOR ENGAGEMENT ADVISOR**

Marina will support the development of the Communications and Engagement Plan and communications materials.

Marina Bryan is a strategic communicator with experience in, and passion for, projects that build healthier, better-connected and more sustainable communities. With seven years of experience working in provincial, municipal and non-profit communications, she has worked on complex and sensitive topics including anti-racism, heritage preservation and violence against women. During her time at Urban Systems, she has supported the communications and engagement work for policy, transportation and community planning projects across British Columbia. Marina follows internationally accepted best practices in public engagement as a member of the International Association of Public Participation (IAP2), has completed the IAP2 Certificate in Public Participation and is a member of the Board of Directors for the IAP2 BC & Yukon Chapter.

**MARTINA ESCUTIN, BSW, RSW | INDIGENOUS HEALTH AND WELLNESS PRACTITIONER
INDIGENOUS ENGAGEMENT LEAD**

Martina will be the Indigenous Engagement Lead and will play a key role in engaging with Indigenous partners.

Martina Escutin is a Ktunaxa citizen from ʔakisq̓nuk First Nation, with additional heritage from Secwepemc and Syilx communities. A Registered Social Worker, she brings deep experience in Indigenous health, systems change, and community-led engagement, centering culturally grounded approaches to wellness, governance, and policy development. Martina leads projects focused on collaborative decision-making, community engagement planning, and culturally safe practice. As a Level 2 Certified Cultivating Safe Spaces facilitator, she supports initiatives that foster relational accountability and meaningful engagement across Indigenous and non-Indigenous communities.

**ALYX LEZARD, BA | INDIGENOUS WELLBEING PRACTITIONER
INDIGENOUS ENGAGEMENT SUPPORT**

Alyx will provide key support on all aspects of Indigenous Engagement throughout the project.

Alyx is a member of the Syilx Nation and has a background working within Indigenous communities and in the social service sector. She has gained valuable experiences through her work conducting research, providing direct support, and developing, implementing, and coordinating programs. Alyx is deeply committed to strength-based and trauma-informed approaches and believes strongly in amplifying the voices of individuals with lived and living experience. She is committed to cultural humility and inclusivity, as she strives to create a safe and empowering space for all. Alyx's commitment to making a difference and her dedication to ongoing learning is an asset to her goals of creating positive communities.

GAYLE FRANK, BA | SENIOR ADVISOR FOR INDIGENOUS RELATIONS AND TRUTH AND RECONCILIATION | SENIOR INDIGENOUS ENGAGEMENT ADVISOR

Gayle will be a senior advisor throughout the project, overseeing and supporting all aspects of Indigenous engagement.

Gayle is a St'at'imc woman with 25 years of experience in working with Indigenous communities. She is passionate about Indigenous culture and language and is dedicated to incorporating them into her projects to ensure that they are respected and recognized. Currently serving as the Lead of Urban's Indigenous Consultants Group (ICG), Gayle plays a crucial role in supporting governments and corporations in building relationships and developing comprehensive reconciliation action plans, principles, and guidelines. Gayle has extensive experience in facilitating talking circles, fire side chats, open houses, and presentations to leadership. She is also knowledgeable in community planning, from land use plans to culturally relevant curriculum development and housing needs assessments. Gayle is also adept at providing quality reports that incorporate both qualitative and quantitative data from surveys. With her extensive experience, unwavering passion, and profound dedication, Gayle is a valuable asset to any organization seeking to engage with Indigenous communities, promote reconciliation, and foster lasting positive change.

**RICKY BANGA, B.SC, BGIS | GIS ANALYST
GIS SPECIALIST**

Ricky will be the lead GIS specialist on the project. He will lead the collection and visual interpretation of data and preparation of all mapping for the project.

Ricky specializes in using GIS to solve problems, compile, interrelate, and organize data. His formal training is in GIS, and he is skilled at applying the technology for analytical purposes and cartography. Ricky is passionate about performing quality analysis and using spatial data to inform decisions and provide clarity. He then assists with preparing maps, reports and presentation graphics.

**HAYLEY INGLIS, MPLAN | COMMUNITY CONSULTANT
ENGAGEMENT AND ACCESSIBILITY SUPPORT**

Hayley will provide in-person engagement support and advise on accessibility considerations throughout the project.

Hayley Inglis is a Community Planner based in Urban Systems' Kamloops office, located on the traditional unceded territory of Tkemlúps te Secwépemc. She supports First Nations and local governments deliver a range of projects to meet community needs, with experience in land use planning, policy development, community engagement, and economic market analysis. Hayley brings a particular focus on planning accessible, inclusive, and community-oriented spaces—skills relevant to parks and recreation planning. As a consultant with Urban Matters, Hayley has helped develop an accessibility practice that supports communities across BC and Alberta. Her work includes identifying barriers in parks, trails, and recreation facilities, and co-developing accessibility plans and audits based on community experience and best practices.

ADDITIONAL PROJECT SUPPORT

The following team members will provide support throughout the project:

- Clare Dolan, graphic design support
- Trinda Cote, project coordination and engagement support

APPROACH AND METHODOLOGY

Q4: Provide a description of the general approach and methodology that the Proponent would take in performing and managing the Services and accomplishing the objectives within the CSRD's schedule:

A4:

PROJECT UNDERSTANDING

The Columbia Shuswap Regional District (CSRD) is launching a Parks and Recreation Master Plan to guide inclusive, equitable, climate-resilient, and fiscally sustainable service delivery across its rural and sub-regional communities. This is more than an infrastructure plan—it is a strategic opportunity to align the CSRD's recreation assets and services with emerging needs, regulatory realities, and the long-term wellbeing of its residents.

With more than 115 services delivered across 28,929 square kilometres, the CSRD operates within a complex governance structure that serves incorporated municipalities and unincorporated areas. The region spans the traditional, unceded territories of 10 Indigenous Nations. We recognize and support the CSRD's commitment to truth, reconciliation, and shared stewardship. This plan will embed those commitments through equitable engagement, culturally respectful approaches, and practical governance frameworks that reflect Indigenous leadership, land relationships, and planning priorities.

The timing of this plan is significant. Shifts in federal infrastructure funding—particularly under the 2023–2028 Community Works Fund (CWF) agreement—now require local governments to directly own or manage funded assets. This fundamentally changes how parks and recreation services can be delivered in partnership with community groups. At the same time, population growth, extreme weather events, and evolving demographic needs require a new level of sophistication in recreation planning. Our approach is designed to meet this moment with a bold, integrated strategy.

We understand that there are three key themes that will require analysis and recommendations:

- Planning and management of regional parks
- Management of facilities through which recreation services are provided
- Provision of recreation programs that meet the needs of all interested residents

We understand that Phase 1 of the master plan will focus on Electoral Areas A (Rural Golden), D (Falkland, Salmon Valley, Deep Creek, Ranchero), and F (North Shuswap) and that Phase 2 of the Master Plan will focus on Electoral Areas C (Eagle Bay, White Lake, Tappen, Sunnybrae), E (Rural Sicamous and Malakwa), and G (Blind Bay, Sorrento, Notch Hill). We understand that Electoral Area B (Rural Revelstoke) is excluded from the scope of work.

PLAN INFLUENCES AND OUR RESPONSE

PLANNING FOR GOVERNANCE ACROSS SCALE

We understand the plan must serve distinct local conditions while offering regional cohesion. This means building a high-level strategic framework to support shared funding decisions, service coordination, and regional alignment, and tailoring recommendations to specific communities.

TRANSITIONING THIRD-PARTY SERVICE MODELS

CSRD's long-standing partnerships with community groups and societies have been the long-term delivery model; however, under the new Community Works Fund rules, these relationships will require restructuring and adaptation. Our team will:

- Map and categorize managed parks and recreation assets (including parks, tenures, licenses, leases, and operating agreements)
- Identify and map third-party organizations that are providing recreation programs and services to the community
- Identify community needs for additional assets, programs, and services based on community engagement and trends
- Prepare a framework for the ongoing delivery of recreation programs and services

RESPONDING TO DEMOGRAPHIC AND COMMUNITY CHANGE

New residents and changing population profiles are increasing demand for diverse, accessible services. Our team will:

- Use equity mapping and service coverage analysis to identify underserved communities
- Identify emerging trends at a local, Canadian and global context related to the delivery of parks and recreation programs and assets in communities like these
- Gather data and compare the CSRD's assets and services with those of similar jurisdictions in the province
- Evaluate assets and programs in relation to evolving needs (e.g., outdoor wellness, youth access, seniors' services, Indigenous land-based programming, trail-oriented opportunities)
- Prepare a vision, strategy, and recommendations that help the communities meet their park and recreation needs

OUR APPROACH

Our team will lead a transparent, evidence-based process powered by modern tools. We will work closely with CSRD staff, maintaining close contact throughout the project. We will also collaborate with elected officials, Indigenous communities, and local organizations and service providers to ensure the plan reflects expert insight and lived experience. Key highlights of our approach include the following:

INNOVATIVE COMMUNITY ENGAGEMENT

We will prepare and facilitate an innovative and creative public engagement process based on our experience with the CSRD Electoral Areas and in collaboration with the CSRD Communications staff. As part of our approach, we will:

- Complete an audience map to identify the broad range of interested and affected parties to understand their concerns and the appropriate level of involvement on the IAP2 Spectrum of Engagement
- Prepare a comprehensive Communications and Engagement Strategy that outlines a unique approach for engaging with each of the following four streams: CSRD staff, First Nations and Indigenous organizations, third-party organizations, and the public and community members
- Prepare a separate Indigenous Engagement Strategy to allow for flexibility in timeline and approach, recognizing that each Indigenous group will have unique needs and perspectives.
- Embark on an “Engagement Roadshow” to the six communities in the electoral areas, spending an average of two days in each community conducting in-person activities to connect with residents, interest groups and other community partners. This approach will enable us to dig into the culture of each community, engaging people in public spaces and on the street in addition to scheduled meetings.
- Supplement the in-person Engagement Roadshow with digital and hybrid engagement activities to ensure accessibility, gather meaningful input, and meet community members where they are
- Embed best practices for accessibility into all public-facing communication and engagement materials, such as plain language writing and accessible design
- Ensure that engagement activities, including focus groups, public pop-up events, surveys, and open houses, are designed to gather meaningful, actionable feedback that strengthens the final Parks and Recreation Master Plan
- Leverage technology, such as virtual whiteboard tools, online feedback forms/surveys and interactive maps, to offer engaging and creative ways for community members to participate

ROOTED IN RECONCILIATION

Our project team includes three Indigenous advisors to lead engagement with First Nations and Indigenous organizations. These three team members will help ensure the engagement approach is culturally safe, has embedded reconciliation, and meets the needs of First Nations and Indigenous organizations.

Our Indigenous Engagement approach is grounded in the principles of Cultivating Safe Spaces ([Cultivating Safe Spaces](#)), creating a foundation for meaningful, inclusive, and culturally respectful engagement with First Nations and urban and away-from-home (UAH) Indigenous communities.

This model recognizes that safe spaces emerge from relationships built on understanding, trust-based practice, patience, and discipline, and it is designed to be flexible and responsive to each Nation's unique context. It will be co-developed and refined in collaboration with the CSRD and Indigenous partners during the initial pre-engagement phase.

Our overall approach to Indigenous Engagement reflects our commitment to co-creating spaces where Indigenous voices are heard, valued, and integrated into the CSRD Master Plan.

CLIMATE ADAPTATION AND ENVIRONMENTAL RESILIENCE

Climate disruption is a current planning reality. We will embed a climate lens across all phases of our work, based on the available information, with attention to the following:

- Natural asset integration (e.g., wetlands, forests, riparian zones)
- Climate risk and vulnerability mapping (e.g., wildfire and flood risk mapping)
- Lifecycle planning for park infrastructure that includes climate vulnerability

INVENTORY AND ANALYSIS METHODS

As the project includes mapping of third-party assets and programs that are often run by volunteers and may not be advertised on public forums, we propose working with local service providers in the local communities to build out an inventory of third-party assets and programs. We propose providing gift cards to community members who participate in the preparation of the inventory to acknowledge their contributions.

We are also offering equity analysis in which we use census data from Statistics Canada to prepare a GIS layer of variables such as racialized populations, relative population identifying as Indigenous, incidence of low-income population, and unemployment percentage. This analysis will provide an indication of the extent to which the existing parks and facilities are serving those with high equity needs, and it will help to identify opportunities for improvement.

Q5: Please provide a detailed work plan (including task and responsibility breakdown) outlining ability to meet project schedule and major milestones):

A5:

WORK PLAN AND SCHEDULE

PHASE 1: PROJECT INITIATION AND KNOWLEDGE SHARING | JUNE – JULY 2025

This phase is focused on initiating the project and confirming lines of communication and project understanding. In this phase we will also complete our audience map to determine who to engage with and how.

TASK 1.1: PROJECT INITIATION MEETING

- Facilitate a virtual project initiation meeting with CSRD staff and our team to establish a shared foundation:
 - Confirm objectives, work plan, roles, and schedule, and any required adjustments to the work plan
 - Review the background documents list and confirm the relevant background documents
 - Identify the documents (not online) that we will need from the CSRD
 - Obtain information on existing relationships between Indigenous Nations and the CSRD
 - Arrange for transfer of documents, maps, data, and other information needed for the project

Deliverables: Existing Document Identification Memo, Meeting Agenda, Meeting Notes

TASK 1.2 RELATIONSHIP BUILDING AND KEY INTEREST HOLDER IDENTIFICATION

- Hold a communications and engagement workshop with CSRD communications staff to discuss communication methods, community concerns, collaboration objectives, metrics of success, and lessons learned from previous engagements:
 - Complete background research to inform our engagement approach including existing engagement frameworks, previous relevant engagement summaries, historical relationships, demographic data, existing agreements, and media and social media scans to better understand the unique context for each community and known third-party organizations.
 - Confirm all Indigenous Nations within or adjacent to Phase 1 electoral areas and identify Traditional Territory boundaries and overlapping CSRD catchment areas, existing protocols, communications, and status of each relationship.
 - Discuss appropriate engagement approaches tailored to each Nation in line with the CSRD's Regional Community to Community (C2C) initiatives.
 - Confirm approaches to urban Indigenous residents.
 - Confirm key interest holders, including third party operators, community organizations, recreation groups, and other relevant associations or groups that should be engaged to provide input into the plan and identify their interests and concerns, their geographic location, and the proposed level of engagement based on the International Association of Public Participation Spectrum of Engagement.
 - Discuss and confirm details of the communication and engagement methods, locations, formats and tools.

Deliverables: Meeting Agenda, Meeting Notes

TASK 1.3: COMMUNICATIONS AND ENGAGEMENT STRATEGY

- Prepare a comprehensive Communications and Engagement Strategy, to be collaboratively developed and refined with CSRD staff. This strategy will provide a consistent and unique approach for engaging with CSRD staff, third-party recreation service providers, the public and community members (e.g., user groups):
 - Draft the strategy including key messages, strategic considerations, risks and mitigation, engagement and communications methods, and timeline and roles and responsibilities for implementation.
 - Review the strategy through a meeting with CSRD staff to confirm the approach and roles and responsibilities.
 - Finalize the strategy based on comments from CSRD staff.

Deliverable: Communications and Engagement Strategy

TASK 1.4: INDIGENOUS COMMUNICATIONS AND ENGAGEMENT STRATEGY

- Prepare a separate Indigenous Engagement Strategy to allow flexibility in engaging Indigenous partners, recognizing unique methods, timelines and existing relationships with the CSRD. The strategy's goal is to build respectful and culturally safe relationships, ensuring Indigenous perspectives are meaningfully integrated into the Parks and Recreation Master Plan:
 - Initiate pre-engagement with First Nations, Indigenous organizations, and UAH Indigenous groups by aligning with CSRD's existing government-to-government protocols. This will involve outreach through referral letters or direct contact with the goal of building relationships, clarifying protocols, and collaboratively shaping engagement processes that promote wellbeing, inclusion, validation, and freedom. Urban Systems will leverage established relationships with many First Nations in the region to support initial engagement. Co-create engagement protocols in partnership with each First Nation, Indigenous organization, and Urban Indigenous group. These protocols will reflect the unique cultural practices, priorities, and expectations identified during pre-engagement conversations, establishing a foundation of mutual respect and shared decision-making.
 - Embed ongoing communication and feedback loops into the process to provide opportunities for Indigenous partners, including UAH participants to review and influence emerging findings and plan drafts. Input will be documented and transparently integrated into the Master Plan deliverables.
 - Provide logistical support, including honoraria, flexible scheduling, and accessible participation formats (e.g., online meetings, community gatherings), to reduce barriers to participation and ensure a truly inclusive approach.
 - Reaffirm a commitment to culturally grounded and respectful engagement, ensuring Indigenous voices – including those of UAH Indigenous people – are heard and reflected in the creation of vibrant, inclusive, and sustainable parks and recreation spaces for all.

Deliverable: Indigenous Communications and Engagement Strategy

PHASE 2: BACKGROUND REVIEW, ASSET IDENTIFICATION AND INVENTORY | JUNE – AUGUST 2025

This phase is focused on gathering and analyzing relevant background documents and contextual information, building community profiles and compiling preliminary park, asset and program inventories.

TASK 2.1: REVIEW DOCUMENTS AND CONTEXT

- Complete a structured and thorough review of all relevant CSRD planning documents including: CSRD strategies, past park plans, trail strategies, Official Community Plans, service agreements, and previous engagement summaries. This review will ensure that the Master Plan aligns with other CSRD priorities and initiatives.

Deliverable: Document Review and Key Considerations Summary Memo

TASK 2.2: COMMUNITY PROFILES

- Prepare high-level profiles for communities in Electoral Areas A, D, and F, providing an overview of demographic and population data to inform planning work. Include growth forecasts and any major proposed developments from the CSRD.

Deliverables: Interim Community Profiles

TASK 2.3: PARKS AND FACILITY ASSET INVENTORY

- Compile a preliminary inventory of CSRD-owned, operated, and supported parks and recreation assets within each of the three electoral areas:
 - Identify parks and recreation assets, confirmed with CSRD, including:
 - CSRD-owned/managed community parks (including titled lands, Provincial leases, and lands managed through licenses/agreements, partnerships)
 - Recreation amenities (including sports fields, playgrounds, court facilities, water access points, picnic shelters, indoor facilities with CSRD involvement)
 - Third-party operated/supported amenities (including community halls, non-profit facilities, school/faitth-based assets)
 - Trails/greenway networks (regional and local)
 - Inventory existing assets with information on size/scale, finances, condition (where available), other asset management details such as age / lifespan, current ownership and cost recovery. Recreation facilities fully operated by municipalities will be excluded.
 - Prepare map layers of existing parks and green spaces, trails and facilities. All mapping will be designed to be interactive, with the ability to configure various datasets and layers as needed for analysis.
 - Update the asset inventory based on available information as the project evolves.

Deliverables: Interactive GIS Base Map and Data

TASK 2.4 PROGRAM INVENTORY

- Prepare an inventory of current parks and recreation programs (and providers), including registration data where available, including the following:
 - In-scope programs (confirmed by CSRD) may include registered and drop-in recreation/sport programs, cultural activities and special events delivered or supported by CSRD.
 - Programs in non-CSRD owned assets and other third-party programs.
 - Identify information gaps for third-party operators and organizations to inform the engagement and proposed future service delivery models.
- Update the program inventory based on available information as the project evolves.

Deliverables: Preliminary Recreation Program Inventory

TASK 2.5 PRELIMINARY FINDINGS SUMMARY MEMO

- Prepare a memo summarizing all background and inventory work completed to this stage and submit to CRSD staff.

Deliverable: Preliminary Findings Summary Memo

TASK 2.6: REVIEW MEETING

- Meet with the CSRD project team to review the preliminary findings and summary memo and complete updates to finalize the memo.
- Attend a Regional Board meeting virtually to support staff with presentation of draft findings.

Deliverables: Meeting Notes, Updated Memo

PHASE 3: COMMUNITY ENGAGEMENT | AUGUST 2025 – JANUARY 2026 (DECEMBER BLACKOUT)

The first phase of engagement will focus on understanding community use of CSRD parks/recreation assets, use of other opportunities offered by third-party relationships, satisfaction and needs. We propose the following approach (subject to review and refinement in Task 1.2).

TASK 3.1 DESIGN, CONTENT AND MATERIALS PRODUCTION

- Prepare all content and materials for engagement activities in the Communications and Engagement Strategy. This may include promotional materials, facilitation plans, meeting invitations, social media posts, presentations, supporting graphics, and a blend of in-person and virtual materials.
- Provide the CSRD with content for a dedicated project webpage on CSRD Connect, which will act as a hub for all project communications, hosting project information, FAQs, resources, contact information, and surveys/comment forms (as described in Task 3.5) to gather input.

Deliverable: Communications and Engagement materials, Webpage Content

TASK 3.2 ENGAGEMENT CAMPAIGN LAUNCH

- Coordinate the launch of the project webpage on CSRD Connect and the distribution of promotional and advertising materials (e.g., news releases, newspaper advertisements, social media, etc.) with CSRD staff.

TASK 3.3 INDIGENOUS ENGAGEMENT

- Conduct in-person dialogue sessions, community gatherings, and land-based interactions to create space for open sharing of ideas and priorities. Online and community event options will ensure accessibility and broad engagement.
- Provide opportunities for integration and ongoing input. Indigenous insights will inform the evolving master plan from early drafts to final recommendations, with an emphasis on transparency, accountability, and relational reciprocity.
- Provide honoraria, flexible scheduling, accessible venues, and logistical supports to reduce barriers to participation and ensure engagement is inclusive and culturally safe.

GUIDING QUESTIONS MAY INCLUDE:

The following questions will be adapted in collaboration with each Nation to reflect their interests and priorities.

- What values, protocols or practices should guide how we engage with your community?
- What cultural, historical, or ecological priorities should be reflected in the plan?
- What would support wellbeing in your community through parks and recreation?
- How can we build and maintain meaningful collaboration throughout this process and beyond?

Deliverable: Interim engagement summary notes and data

TASK 3.4: POTENTIAL PARTNER AND THIRD-PARTY OPERATOR ENGAGEMENT

- Engage with potential partners and third-party operators through a coordinated team approach that leverages geographic location and expertise:
 - **Potential Partner Interviews (12):** Conduct up to twelve online interviews with important organizations in the electoral areas who are potential partners, potentially including School Districts, neighbouring jurisdictions, and others. The content of each interview will be targeted to the individual group.
 - **Engagement Roadshow:** spend an average of two days in each electoral area conducting in-person meetings to connect with identified third party operators, recreation clubs, other community partners and the public to gather input on existing relationships, programs, services and capacity. Use networking to ask third party operators for their support in identifying other groups and programs. Provide gift cards to acknowledge participants' time and contributions. Virtual meetings will take place if preferred by the organizations, and meetings may be combined where appropriate and feasible. We will organize input by Electoral Area, asset and service type.
 - Leverage local knowledge to build out draft asset and program inventories.

Deliverable: Interim engagement summary notes and data

TASK 3.5 COMMUNITY ENGAGEMENT

- Engage with community members through a combination of in-person and online engagement activities. In-person activities will be coordinated with the Engagement Roadshow described in Task 3.4 to ensure efficiency and reduce travel costs:
 - **Focus Groups (9):** Conduct up to nine focus groups for each electoral area using a combination of in-person and virtual workshops with third-party organizations and user groups (indoor/outdoor recreation, trail users, sports, children/family, seniors, general public, etc.) to understand facility use, identify strengths and challenges, and explore ideas.
 - **Interviews with Representatives of Vulnerable or Priority Populations (6):** To ensure equitable engagement, gather diverse perspectives from social serving organizations and those with lived experience. With CSRD's help, identify organizations serving seniors, youth, families in need, people experiencing homelessness, newcomers, and/or people with physical/cognitive disabilities. Conduct up to six one-on-one interviews with program coordinators, executive directors, or others supporting these populations.

- **Regional Accessibility Advisory Committee Meeting:** Facilitate an in-person meeting, with a virtual attendance option, with the Regional Accessibility Advisory Committee to gather input on accessibility-related issues and opportunities related to parks and recreation.
- **Youth Engagement (6):** Collaborate with local schools or youth organizations to determine the best approach for engaging youth. This may include youth surveys/activity sheets, classroom presentations, and/or "pop-up booths" at secondary schools.
- **Pop-up Events (6):** Host events at high activity locations (e.g., parks or recreation facilities), leveraging existing community events where possible. We will confirm the locations and events through discussion with the CSRD.
- **Community Survey:** Prepare a survey to collect feedback on existing conditions and the community's future vision. Questions will focus on current use, satisfaction, barriers to participation, and desired improvements. The survey will be available online, in hard copy at community locations (identified by the CSRD) and at in-person engagement events. Organizations engaged in Task 3.4 will be asked to share the community survey with their networks.

Deliverable: Interim engagement summary notes and data

TASK 3.6: WHAT WE LEARNED REPORT

- Analyze all engagement input and prepare a summary report that makes sense of all input received, addressing potentially messy and sometimes conflicting feedback.
- Present the report with key themes and more detailed input.

Deliverable: Draft What We Learned Report

TASK 3.7: REVIEW MEETING

- Meet with the CSRD to review the draft What We Learned Report.
- Update and submit the final report based on feedback provided.

Deliverable: Meeting Notes, Final What We Learned Report

PHASE 4: ANALYSIS | AUGUST 2025 – JANUARY 2026

In this phase we will complete a series of analyses to inform the draft Master Plan. Some comparative analysis can be undertaken concurrently with engagement, while equity, service level and gaps/needs analyses will be informed by engagement input.

TASK 4.1: PARKS AND RECREATION TRENDS ANALYSIS

- Identify emerging trends in the parks and recreation sector (local, BC, national, international) and assess their relevance to the CSRD (e.g., climate resilience, equity, accessibility, aging infrastructure, Indigenous co-management). Refine or expand upon trends as the project evolves based on community, Indigenous and CSRD staff input.

Deliverable: Parks and Recreation Trends Memo

TASK 4.2: COMPARATIVE ANALYSIS

- Complete a comparative analysis to establish how the CSRD's current service delivery approach, assets and programs compare to those of up to four similar regional districts or other rural / semi-rural service areas:
 - Review comparable Regional District service delivery models, assets and programs, including master plans and strategies
 - Conduct interviews with staff in other Regional Districts where necessary to fill in information gaps
 - Review relevant literature on best practices in service delivery from reputable sources (e.g., BCRPA, CPRA)
 - Identify opportunities for enhancing CRSD's approach to parks and recreation service delivery
 - Complete benchmarking research for up to four comparison communities of the CSRD's choosing to determine what types and quantities of assets and programs are provided in similar jurisdictions

Deliverable: Comparative Analysis Summary Memo

TASK 4.3: CONNECTIVITY AND SPATIAL ANALYSIS

- Analyze the proximity of regional community parks, park amenities (such as playgrounds, sports fields, courts), facilities and trails in relation to the following:
 - Existing populations
 - Planned population growth areas
 - Connectivity of trail networks

Deliverable: Summary of Key Findings and Map

TASK 4.4 EQUITY ANALYSIS

- Conduct an equity analysis to understand the extent to which the existing parks and facilities are serving those with high equity needs:
 - Review potential census indicators and prepare a layer showing high equity need areas based on federal, provincial, and municipal census data, plus health authority data if available
 - Overlay parks (by type) and facilities in relation to high equity need areas
 - Prepare a summary of barriers to access to parks and recreation services for diverse populations (e.g., economic, gender identity, cultural, age, geographic, physical) based on the community and Indigenous engagement and equity analysis and identify opportunities to address those barriers

Deliverable: Key findings summary, map

TASK 4.5: OPTIMUM SERVICE LEVEL IDENTIFICATION

- Prepare optimum service level recommendations based on trends, best practices, community input, and analysis, including:
 - Assets including recreation facilities and park amenities - type and supply
 - Programs – type and supply
 - Other services

Deliverable: Optimum service level recommendations

TASK 4.6: GAPS AND NEEDS ANALYSIS

- Examine work completed to this stage, including background and inventory information, equity analysis, optimum service levels, and community input.
- Provide a summary of gaps in parks, facilities, recreation programs, and other services.
- Identify opportunities to address the gaps.

Deliverable: Draft Gap and Opportunity Matrix

PHASE 5: DRAFT MASTER PLAN | JANUARY 2026 – JUNE 2026

This phase is focused on the preparation of a draft Master Plan document for review and comments.

TASK 5.1: DRAFT VISION, GOALS, OBJECTIVES AND RECOMMENDATIONS

- Prepare a draft vision, goals and objectives for the Master Plan along with draft recommendations informed by comprehensive background research, detailed asset and service inventory, direction and input gathered through interest holder and community engagement

Deliverable: Draft Vision, Goals, Objectives and Recommendations

TASK 5.2: STRATEGIC PLANNING AND PRIORITY SETTING WORKSHOP

- Facilitate a half-day workshop with CSRD staff to review our findings and to collaborate on the vision, goals, objectives and recommendations, along with priorities that will guide phasing. The following is a draft agenda:
 - Present research findings and gaps/needs analysis
 - Present draft vision, goals, objectives and recommendations
 - Facilitate discussion on revisions needed
 - Explore criteria for prioritizing parks and recreation investments, and identify the top priorities

Deliverable: Workshop summary notes

TASK 5.3: REFINED VISION, GOALS, OBJECTIVES AND RECOMMENDATIONS

- Refine the draft plan recommendations informed by comprehensive background research, detailed asset and service inventory, direction and input gathered through interest holder and community engagement, and direction setting workshop.
- Refine prioritization scoring and weighting model in collaboration with the CSRD to prioritize infrastructure investments.

Deliverables: Refined Vision, Goals, Objectives and Recommendations

TASK 5.4: THIRD-PARTY SERVICES FRAMEWORK RECOMMENDATIONS

- Prepare recommendations for a Third-Party Service delivery model. Address roles, eligibility criteria, and reporting templates aligned with CWF funding requirements:
 - Confirm scope and status of third-party-operated amenities
 - Compile a verified service provider list
 - Prepare recommendations for a Third-Party Service Framework to align with funding requirements

Deliverable: Third-Party Service Framework Recommendations

TASK 5.5: COMPILED DRAFT

- Consolidate all findings, analysis, maps, and recommendations into a comprehensive draft plan and draft table of contents. Submit to the CSRD for review.

Deliverables: Draft Master Plan

TASK 5.6: REVIEW MEETING

- Facilitate a detailed staff review of the draft plan with the project team to ensure alignment with project objectives and community priorities. Incorporate feedback and revisions to produce an updated draft ready for final review and engagement.

Deliverables: Meeting Notes, updated Draft Master Plan

TASK 5.7: COMMITTEE OF THE WHOLE WORKSHOP – DRAFT MASTER PLAN

- Facilitate an-person workshop with a virtual option for CSRD Board Members to review the Draft Master Plan.

Deliverable: Workshop Notes

TASK 5.8: REVISIONS TO DRAFT MASTER PLAN

- Revise the Draft Master Plan based on input from the Committee of the Whole workshop.
- Revise the document as needed and confirm content with CSRD staff.
- Prepare a graphic version of the plan in InDesign. It will be a highly graphic, easy-to-navigate, and illustrative document (with photos, maps, tables and infographics) containing a summary at the front of the document that can be used for sharing the key findings and recommendations with the public
- Provide detailed information in appendices or separate documents with the entire project content, including inventory, analysis, and community engagement input

Deliverable: Updated draft report

TASK 5.9: REPORT TO REGIONAL BOARD

- Prepare a presentation outlining the project work to date and key aspects of the Draft Master Plan.
- Attend a presentation to the Regional Board in person and participate in the presentation as needed.

Deliverable: Regional Board Presentation

PHASE 6: COMMUNITY ENGAGEMENT ON DRAFT PLAN | SEPTEMBER – OCTOBER 2026

The second round of engagement is intended to gather feedback on the Draft Master Plan and to seek input on the priorities of recommendations. The engagement will confirm that the participants' perspectives and needs are reflected in the plan and foster support for the final Master Plan.

TASK 6.1 ENGAGEMENT APPROACH REFINEMENT

- Review and update the communications and engagement approach if required based on Phase 1 outcomes and feedback to ensure effective engagement on the draft plan.

Deliverable: Updated Communications and Engagement Strategy

TASK 6.2 DESIGN, CONTENT AND MATERIALS PRODUCTION

- Develop all necessary content and materials for engagement activities, including a concise primer for diverse audiences, updated materials for the CSRD Connect page, meeting invitations, presentations, and social media posts.

Deliverable: Communications and Engagement materials, Webpage Content

TASK 6.2 ENGAGEMENT CAMPAIGN LAUNCH

- Provide CSRD with materials to launch the engagement campaign via CSRD Connect, news releases, advertisements, and social media

Deliverables: Website Re-launch

TASK 6.3: INDIGENOUS ENGAGEMENT

- Conduct outreach to First Nations governments, Indigenous organizations, and Urban/Away From Home (UAH) networks for discussions tailored to their preferences (e.g., in-person, community gatherings, land-based interactions). Discussions will share how earlier input shaped the plan and allow for further feedback.
- Share draft plan with all identified groups from Task 1.2, with tailored conversations for new participants for them to participate meaningfully.

Deliverables: Interim engagement summary notes and data

TASK 6.4: POTENTIAL PARTNER AND THIRD-PARTY OPERATOR ENGAGEMENT

- Develop discussion guides explaining the Draft Master Plan and potential impacts on third-party operators and community partners. Provide these guides to key individuals to give them time to review and consider their feedback.
- Following the distribution of discussion guides, hold up to four virtual focus group discussions with organizations engaged in round 1 to review the discussion guides and gather their feedback on the draft plan.

Deliverables: Interim engagement summary notes and data

TASK 6.5 COMMUNITY ENGAGEMENT

- **Virtual Open House (3):** Host one virtual open house per Electoral Area for community members to learn about key elements and provide feedback from home.
- **Interviews with Representatives of Vulnerable or Priority Populations (6):** Conduct one-on-one interviews with representatives of organizations supporting vulnerable or priority populations to present the draft plan and gather feedback. We will conduct up to six one-on-one interviews with program coordinators, executive directors, or others supporting these populations.
- **Regional Accessibility Advisory Committee Meeting:** Hold a hybrid (in-person/virtual) meeting to gather feedback on accessibility recommendations.
- **Pop-up Events (2):** Host pop-up events at parks, recreation facilities or community events in Golden and Salmon Arm for direct interaction and information sharing on the draft plan.
- **Community Survey:** Provide survey to gather feedback on draft recommendations and priorities. Organizations from Task 6.4 will be asked to share the survey. Questions will focus on understanding the community's level of support for the proposed recommendations and priorities for the Draft Plan. The survey will be available online, and in hard copy at community locations (identified by the CSRD) and at in-person engagement events.

Deliverables: Interim engagement summary notes and data

TASK 6.6 WHAT WE LEARNED REPORT

Analyze all engagement data and summarize findings into a "What We Learned Report" to guide draft plan changes. The report will be designed for community sharing to close the feedback loop.

Deliverable: Draft and Final What We Learned Report

TASK 6.7: REVIEW MEETING

Meet virtually with project team to review findings and confirm any required changes from community engagement.

Deliverable: Meeting Notes

PHASE 7: FINAL DELIVERABLES | NOVEMBER – DECEMBER 2026

In this phase we will refine the Master Plan based on community input and prepare and submit the final project deliverables.

TASK 7.1: IMPLEMENTATION PLAN AND COSTING

- Establish clear priorities and a phased timeline for the development and enhancement of community parks, recreation facilities and amenities, and related services—ensuring alignment with community needs, fiscal realities, and long-term sustainability.
- Prepare an implementation plan that includes the following information for each recommendation based on consideration of the plan's vision, goals, and objectives
 - Phasing – quick win, short, medium, long term
 - Capital costs – actual or a relative range (low, medium, high)
 - Operating costs – which recommendation will require an increase in operations

Deliverable: Implementation Plan and Costing

TASK 7.2: PERFORMANCE MEASURES

- Define performance measures to support ongoing evaluation of plan implementation.

Deliverable: Performance Measures

TASK 7.3: DRAFT FINAL REPORT

- Prepare a draft version of the complete final report including the following:
- Addition of input from round 2 of community engagement
- Revisions to report as needed
- Addition of implementation plan
- Send to CSRD staff for review.

Deliverable: Draft Final Report

TASK 7.4: REVIEW MEETING

- Review comments from CSRD staff.
- Meet virtually with project team to review comments that require discussion.

Deliverable: Meeting Notes

TASK 7.5: FINAL PARKS AND RECREATION MASTER PLAN

- Incorporate changes into the final document.
- Prepare and submit the polished final plan with all input incorporated.

Deliverables: Final Plan (pdf) with maps and appendices, GIS data, Excel tables

TASK 7.6: FINAL REPORT TO REGIONAL BOARD

- Prepare a presentation summarizing key aspects of the final plan.
- Attend a presentation to the Regional Board in person and participate in the presentation as needed.

Deliverable: Regional Board Presentation

Q6: Provide background on experience working with Indigenous communities, and how cultural safety and humility would inform its approach to the Master Park Plans.

A6:

OUR EXPERIENCE

Our team brings extensive experience in working with Indigenous communities, grounded in a commitment to cultural safety and humility. Over the past 40 years, we have partnered with numerous First Nations and Indigenous organizations on projects involving parks and recreation planning, land use, cultural heritage, and community engagement.

Some of our recent projects related to parks and recreation that involved Indigenous communities include the following:

- People, Parks, and Play! New Westminster Parks and Recreation Plan – ongoing – in the first phase of engagement we contacted all relevant Indigenous-serving organizations and held two Soup and Bannock workshops to discuss their interests in and contributions to the project
- Kamloops Parks Plan – ongoing – we are working with a Tk'emlúps te Secwépemc staff member who has helped to coordinate workshops about the project with Chief and Council, elders, youth, and families (to date)
- Skwxwú7mesh Úxwumixw (Squamish Nation) ongoing – we are preparing a Parks and Recreation Plan for this nation and all aspects of the plan are designed to be culturally aware and respectful. A Community Working Group of Skwxwú7mesh Úxwumixw is helping to guide the process
- BC Parks Recreation Facility Plans for Cultus Lake, Golden Ears, Mount Seymour Provincial Parks and Howe Sound Crest Trail – 2025 – we contacted all Indigenous communities whose traditional territory overlaps each project and worked with each Nation to obtain input per their preferred methods
- Comox Lake and Preservation Creek Conservation Lands – 2024 – we had a representative of K'ómoks First Nation on our project Steering Committee and worked through them to integrate the interests of the Nation
- Sumas Mountain Study 2021 – we prepared this project that arose out of the S'ólh Téméxw Stewardship Alliance (STSA). Rooted in the recognition of the importance of Kw'ekw'e'i:qw (Sumas Mountain) within S'ólh Téméxw, the purpose of this project was to better understand recreation and culture activities on Sumas Mountain so that a new management framework can be implemented to protect and manage the multiple uses and values. The Stó:lō Collaborative Stewardship Forum was the client and First Nations values were embedded throughout the project.

OUR APPROACH TO ENGAGEMENT

Our approach to Indigenous Engagement will be guided by the four protocols for Cultivating Safe Spaces – promoting wellbeing, inclusion, validation, and freedom. This approach is inherently aligned with the principles of cultural safety and humility, as it centres on acknowledging and addressing power imbalances, supporting respectful dialogue, and fostering reciprocal relationships.

- **Promoting Wellbeing:** We will prioritize spaces—whether in person, online, or land-based—where Indigenous participants feel physically, emotionally, and culturally safe. This includes offering honoraria, flexible scheduling, and reducing barriers such as childcare and transportation support. Cultural safety is foundational to this, ensuring participants' identities and perspectives are recognized and valued.
- **Promoting Inclusion:** We will ensure diverse Indigenous voices are heard by engaging with First Nations governments, Indigenous organizations, and Urban Indigenous networks. Our methods will be responsive to each Nation's preferred approach, recognizing cultural protocols, governance structures, and histories.
- **Promoting Validation:** We will lead with listening and empathy, acknowledging the lived experiences and knowledge systems that each Nation brings to the table. Our engagement will centre relational accountability, ensuring that Indigenous perspectives inform every stage of the Master Park Plans, from early drafts to final recommendations.
- **Promoting Freedom:** We will create spaces where Indigenous participants can choose how they wish to contribute—whether through in-person dialogue, online platforms, land-based gatherings, or other culturally relevant methods. We will respect and uphold each Nation's right to share their stories, priorities, and visions for the future in ways that feel authentic and safe.

By embracing the principles of Cultivating Safe Spaces, our team is committed to fostering relationships built on trust, respect, and reciprocity. This approach aligns with the CSRD's vision of a truly inclusive, equitable, and responsive parks and recreation strategy that honors the voices and priorities of Indigenous Nations and communities.

SCHEDULE C-3 – PRICING PROPOSAL – PHASE 1

FEES

- a) **Fees** - the CSRD shall pay the Consultant for performance of the Service fees, calculated based on time spent by Consultant's personnel in performing the Services, and expenses as outlined in the Draft Agreement, Clause 6.0 and, in accordance with the following:

Personnel Class	Hourly Rate
Landscape Architect and Community Planner	\$ 275
Landscape Architect	\$ 180
Recreation Specialist	\$ 225
Parks and Recreation Planning Support	\$ 140
GIS Specialist	\$ 180
Community Engagement Lead	\$ 155
Senior Engagement Advisor	\$ 165
Accessibility and Engagement Support	\$ 160
Indigenous Engagement Lead	\$ 180
Indigenous Engagement Support	\$ 155
Senior Indigenous Engagement Advisor	\$ 215
CO-OP Student	\$ 110
Graphic Design	\$ 155

- b) The estimated budget for Phase 1 is \$325,000.00 plus GST.

Our proposed fee to complete the work outlined in our proposal is **\$ 319,285**, inclusive of all staff time, materials, and expenses, but excluding GST. We have included a fee table in Appendix B that shows a breakdown of the hours and fees that we have allocated for each task in our work plan. It is very difficult to estimate hours required for Indigenous engagement as it will depend on each community's level of interest and preferred method of engagement. Our estimate is based on previous experience with similar projects, but the hours and fees required may be higher or lower than what we have currently allocated.

APPENDIX A

SCHEDULE

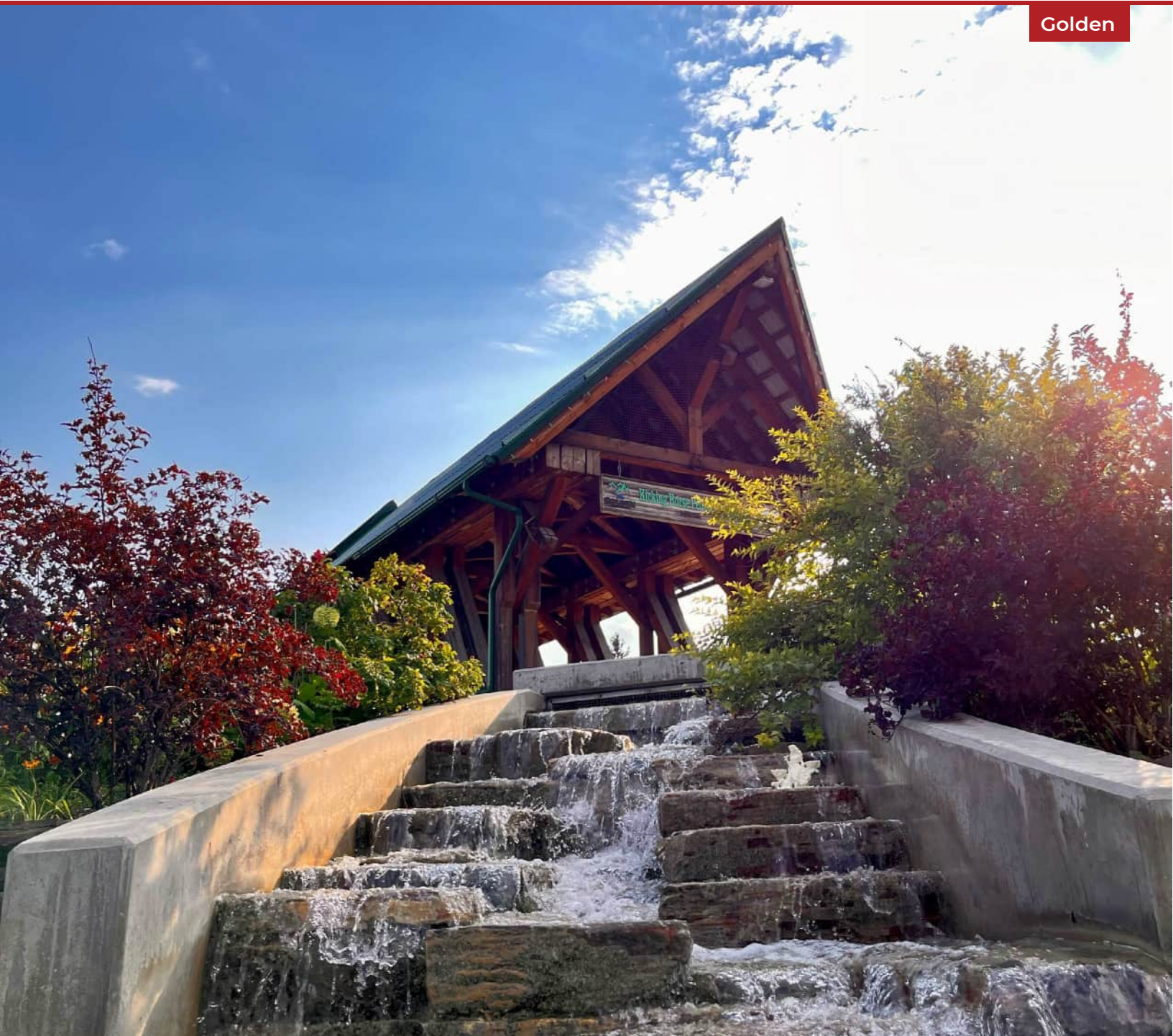
Mara Lake



APPENDIX B

FEE TABLE

Golden



		Jeryn Mackey	Catherine Berris	Quinn Howard	Jake Papineau	Sierra Kasper-Momer	Marina Bryan	Martina Escutin	Alyx Lezard	Gayle Frank	Hayley Inglis	Planning Co-op Student	Ricky Banga	GIS Co-op Student	Trinda Cote	Clare Dolan	TASK SUBTOTAL	DISBURSEMENTS	EXPENSES	EXPENSE DESCRIPTION	TOTAL
		\$180	\$275	\$140	\$225	\$155	\$165	\$180	\$155	\$215	\$160	\$110	\$180	\$110	\$135	\$155					
PHASE 1: PROJECT INITIATION AND KNOWLEDGE SHARING JUNE - JULY 2025																					
1.1	Project Initiation Meeting	2	2	2		2		2									\$1,860	\$149			\$2,009
1.2	Relationship Building and Key Interest Holder Identification	2	2	8		4	2	2	16								\$5,820	\$466			\$6,286
1.3	Communications and Engagement Strategy	2	1	0	0	10	4	2			0		0		0	0	\$3,205	\$256			\$3,461
1.4	Indigenous Communications and Engagement Strategy	2	2	0	0	0	0	8	12	4	0		0		0	0	\$5,070	\$406	\$5,000	Honoraria	\$10,476
		8	7	10	0	16	6	14	28	4	0	0	0	0	0	0	\$15,955	\$1,276	\$5,000		\$22,231
PHASE 2: BACKGROUND REVIEW, ASSET IDENTIFICATION AND INVENTORY JUNE - AUGUST 2025																					
2.1	Review Documents and Context	4	2	16	4						8						\$5,690	\$455			\$6,145
2.2	Community Profiles	1	1	16	2						4						\$3,785	\$303			\$4,088
2.3	Parks and Facility Asset Inventory	6	2	16	4							24	8	24			\$11,490	\$919			\$12,409
2.4	Program Inventory	4	2	8	4							40					\$7,690	\$615			\$8,305
2.5	Preliminary Findings Summary Memo	4	2	16								8					\$4,390	\$351			\$4,741
2.6	Review Meeting	2	2	2	2												\$1,640	\$131			\$1,771
		21	11	74	16	0	0	0	0	0	12	72	8	24	0	0	\$34,685	\$2,775	\$0	\$0	\$37,460
PHASE 3: COMMUNITY ENGAGEMENT AUGUST 2025 - JANUARY 2026																					
3.1	Design, Content and Materials Production	2	2	8		4	2	2	4					8		16	\$7,320	\$586			\$7,906
3.2	Engagement Campaign Launch					6	2										\$1,260	\$101			\$1,361
3.3	Indigenous Engagement	6	4	0	0	0	0	40	40	4	0	0	0	0	0	0	\$16,440	\$1,315	\$5,000	Honoraria	\$22,755
3.4	Potential Partner and Third-Party Operator Engagement	6	4	32	0	32	0	0			20		0		0	0	\$14,820	\$1,186	\$5,000	Travel and Accommodation (Engagement Roadshow)	\$21,006
3.5	Community Engagement	6	4	32	0	60	0	0			32		0		0	0	\$21,080	\$1,686	\$1,000	Gift Cards for local volunteers	\$23,766
3.6	What We Learned Report	6	4	2		14	4		8		2	16				8	\$9,850	\$788			\$10,638
3.7	Review Meeting	2	2			2		2									\$1,580	\$126			\$1,706
		28	20	74	0	118	8	44	52	4	54	16	0	8	0	24	\$72,350	\$5,788	\$11,000		\$89,138
PHASE 4: ANALYSIS AUGUST 2025 – JANUARY 2026																					
4.1	Parks and Recreation Trends Analysis	6	2	8	2			2				16					\$5,320	\$426			\$5,746
4.2	Comparative Analysis	6	2	8	2							32					\$6,720	\$538			\$7,258
4.3	Connectivity and Spatial Analysis	2	1	6									8	24			\$5,555	\$444			\$5,999
4.4	Equity Analysis	4	1										2	16			\$3,115	\$249			\$3,364
4.5	Optimum Service Level Identification	2	2	16	8												\$4,950	\$396			\$5,346
4.6	Gaps and Needs Analysis	6	2	4	6								2	8			\$4,780	\$382			\$5,162
		26	10	42	18	0	0	2	0	0	0	48	12	48	0	0	\$30,440	\$2,435	\$0		\$32,875
PHASE 5: DRAFT MASTER PLAN JANUARY 2026 – JUNE 2026																					
5.1	Draft Vision, Goals, Objectives and Recommendations	16	8	8	2			4			2						\$7,690	\$615			\$8,305
5.2	Strategic Planning and Priority Setting Workshop	8	8	2	1			4									\$4,865	\$389	\$1,500	Travel and Accommodation	\$6,754
5.3	Refined Vision, Goals, Objectives and Recommendations	4	2	4													\$1,830	\$146			\$1,976
5.4	Third-Party Services Framework	2	4	8	6							8					\$4,810	\$385			\$5,195
5.7	Compiled Draft	24	12	8				2	8								\$10,340	\$827			\$11,167
5.8	Review Meeting	2	2		2			2									\$1,720	\$138			\$1,858
5.9	Committee of the Whole Workshop - Draft Master Plan		8	4				2									\$3,120	\$250	\$1,500	Travel and Accommodation	\$4,870
5.1	Revisions to Draft Master Plan	8	4						4							32	\$8,120	\$650			\$8,770
5.11	Report to Regional Board		2	4				2									\$1,470	\$118			\$1,588
		64	50	38	11	0	0	16	12	0	2	8	0	0	0	32	\$43,965	\$3,517	\$3,000		\$50,482
PHASE 6: COMMUNITY ENGAGEMENT ON DRAFT PLAN SEPTEMBER - OCTOBER 2026																					
6.1	Engagement Approach Refinement	1				2	1	1									\$835	\$67			\$902
6.2	Design, Content and Materials Production	1	1			4	2		4							8	\$3,265	\$261			\$3,526
6.3	Indigenous Engagement	2	2					20	40	4							\$11,570	\$926	\$4,000	Honoraria Travel and Accommodation	\$16,496
6.4	Potential Partner and Third-Party Operator Engagement	12	2	8		8											\$5,070	\$406			\$5,476
6.5	Community Engagement	16	8	8	0	8	0	0			8	8	0		0	0	\$9,600	\$768	\$2,000	Travel and Accommodation	\$12,368
6.6	What We Learned Report	4	2			16	4		8		2	16				8	\$8,970				\$8,970
6.7	Review Meeting	2	2			2		2									\$1,580	\$126			\$1,706
		38	17	16	0	40	7	23	52	4	10	24	0	0	0	16	\$40,890	\$2,554	\$6,000		\$49,444
PHASE 7: FINAL DELIVERABLES NOVEMBER - DECEMBER 2026																					
7.1	Implementation Plan and Costing	16	6	24	4			4				12					\$10,830	\$866			\$11,696
7.2	Performance Measures	4	2	8	4												\$3,290	\$263			\$3,553
7.3	Draft Final Reports	40	12	14													\$12,460	\$997			\$13,457
7.4	Review Meeting	2	2														\$910	\$73			\$983
7.5	Final Parks and Recreation Master Plan	8	4	8					2							8	\$5,260	\$421			\$5,681
7.6	Final Report to CSRD Board		2	2				2									\$1,190	\$95	\$1,000	Travel and Accommodation	\$2,285
		70	28	56	8	0	0	8	0	0	0	12	0	0	0	8	\$33,940	\$2,715	\$1,000		\$37,655
TOTAL HOURS		255	143	310	53	174	21	107	144	12	78	180	20	80	0	80					
TOTAL DOLLARS		\$45,900	\$39,325	\$43,400	\$11,925	\$26,970	\$3,465	\$19,260	\$22,320	\$2,580	\$12,480	\$19,800	\$3,600	\$8,800	\$0	\$12,400	\$272,225	\$21,060	\$26,000		\$319,285

APPENDIX C

RESUMES

Revelstoke



CATHERINE BERRIS, RLA, RPP, FCSLA

COMMUNITY PLANNER AND LANDSCAPE ARCHITECT



Catherine is a Landscape Architect and a Registered Professional Planner. She has an extensive background in park planning, community planning, community engagement, landscape architecture, and consensus-based processes. In a career spanning more than four decades, Catherine has been at the forefront of her disciplines, building relationships and preparing plans and designs that have enhanced communities and the environment. Before joining Urban Systems, she spent 28 years as principal of Catherine Berris Associates Inc. (CBA), an award-winning planning and landscape architecture firm in Vancouver, B.C. Her project experience spans parks, recreation, culture, and trails planning and design; community planning for municipalities and First Nations, nature-based solutions, urban forest strategies, coastal planning, and cemetery planning and design. Catherine is also engaged in community service and some teaching. In 1999, she was honoured by being appointed a Fellow of the Canadian Society of Landscape Architects, and she is now President of that organization and a Fellow of the American Society of Landscape Architects.

EXPERTISE

Community Planning
Landscape Architecture
Parks, Recreation and Trails Planning
Coastal, Environmental and Stormwater Planning
Community Engagement

EDUCATION

1982

Master of Landscape Architecture
University of Michigan
Ann Arbor, Michigan

1977

Bachelor of Landscape Architecture
University of Guelph
Guelph, Ontario

EMPLOYMENT BACKGROUND

SEPT 2013 – PRESENT

Community Planner and Landscape Architect
Urban Systems

1985 – 2013

Principal, Catherine Berris Associates Inc. Vancouver, BC

1983 – 1985

Assistant Professor in Landscape Architecture Program
Colorado State University
Fort Collins, CO

1978 – 1983

Variety of private sector positions in BC and the US

PROJECT EXPERIENCE

PARKS, RECREATION & TRAILS PLANNING

City of New Westminster People, Parks, and Play! (ongoing)

New Westminster is a compact urban community anticipating exponential population growth. The key challenges are a lack of new space for parks, a changing population, and the three crises of housing, toxic drugs, and mental health. This plan has an emphasis on diversity, equity, inclusion, and anti-racism (DEIAR); truth towards reconciliation; addressing community health and wellbeing; and climate resilience.

Langley City Parks, Recreation, and Culture Master Plan

Urban Systems prepared a Parks, Recreation and Culture Master Plan for the City in 2013. We were contracted through a competitive process to update to a new plan in 2023. Based on comprehensive engagement and analysis, it was unanimously approved by Council.

Parks, Recreation and Open Spaces Plan: Rupert Plays

Conducted concurrently with a Transportation Plan called Connect Rupert, Rupert Plays was guided by a robust community engagement process with two phases of community engagement and over 568 touch points. The implementation plan priorities and

phasing are based on decision-making criteria related to needs, feasibility, and alignment with project goals.

District of Sooke Parks and Trails Master Plan

Conducted concurrently with the District's Transportation Plan, we integrated all aspects of the work, including community engagement, mapping, Council presentations, and graphics. The final master plan was received with enthusiasm by staff, Council, and the public.

City of Revelstoke Parks and Recreation Master Plan

This project included a comprehensive engagement process and provides a phased implementation plan for this resort municipality that includes residents, tourists, and a large "shadow" population.

Kamloops Parks Master Plan

This comprehensive 10 year Parks Master Plan, adopted by Council, provides a framework for decisions related to parkland, park development, outdoor recreation, and park management. We are currently updating it.

City of Penticton Parks and Recreation Master Plan

This project included extensive community engagement, management of controversial issues, and working closely with a multi-stakeholder Advisory Committee. The final plan, approved by Council in 2018, includes

PROFESSIONAL AFFILIATIONS

Canadian Institute of Planners
Planning Institute of BC

Canadian Society of Landscape
Architects – Fellow, President

BC Society of Landscape Architects –
Fellow, Past President

American Society of Landscape
Architects - Fellow

BC Recreation and Parks Association

Funeral Association of BC

LECTURES (SAMPLE)

2025

Striving Towards Equity in Parks and
Recreation

Parks and Recreation Foundation
Leader's Summit

2023

Inspired Generations

BCSLA Annual Conference

2019

Lessons Learned from the Front Lines
of Engagement with First Nations

CSLA Annual Conference

2018

Reaching the Unreachable
BC Recreation Foundation
Symposium

2018

Harnessing Community Energies

BCSLA Annual Conference

2011

Panel Member
Clayoquot Sound Scientific Panel
Symposium

2011

Do you Know your Tree Canopy?

BCSLA Annual Conference

2011

Trails and Greenways Weaving their
Way

PIBC Annual Conference

protection of parkland and management of
commercial uses in parks.

City of Courtenay Parks and Recreation Master Plan

Our team conducted an asset inventory of
Courtenay's parks and facilities in 2016,
completed their Parks and Recreation
Master Plan, which was adopted by
Council in 2019, and we prepared an
implementation strategy in 2023.

City of Fort St. John Parks and Recreation Master Plan

This was the City's first Parks and
Recreation Master Plan. Urban Systems
ran the process concurrent with our work
on the City's OCP. The City adopted the
plan and has been implementing the
recommendations.

Port Moody Parks and Recreation Master Plan

This 10-year plan addresses acquisition
and development of parks and open
spaces, recreation facilities, and the
delivery of services to best meet the
needs of the community. The Master Plan
was unanimously supported by Council.

District of West Vancouver Parks Master Plan, Sports Field Master Plan, Trails Strategy, and Arts and Culture Strategy

Catherine's team prepared these plans
and strategies for West Vancouver over
multiple years. All involved close
collaboration with Working Groups of
residents, staff and Council members.

City of Kelowna Linear Parks Master Plan

Plan provides a trail classification system
with guidelines, trail class and phasing
maps, and a detailed GIS database of
trails. The plan had input from multiple
stakeholders and the public, was adopted
by Council, and won a CSLA award.

On Water - Non-Motorized Watercraft Strategy

Catherine played a lead role, as a
subconsultant to HCMA, on the technical
aspects of this strategic plan to increase
the public's opportunities to engage in
non-motorized watercraft activities.

City of Cranbrook Parks and Recreation Master Plan

This Parks and Trails Master Plan focused
on values and six key goals. A statistically
valid survey was used, and
implementation began shortly after the
plan was completed.

City of Terrace Parks and Recreation Master Plan

Our team led a vibrant process to update
the City's Parks and Trails Master Plan.

PARK PLANNING

Black Mountain / Sntsk`il`ntən Regional Park Management Plan – RDCO, BC

Management plan with extensive
engagement for a new park co-managed
by Westbank First Nation and the RDCO,
with a focus on environmental protection

Minette Bay West Concept Plan and Detailed Design – Kitimat, BC

Concept plan for Kitimat's first waterfront
park and the detailed design for Phase 1,
including extensive community
engagement, archaeological and
environmental studies, and Green Shores™.

Rotary Park Master Plan – Stony Plain, AB

Master plan, detailed design and
construction Phase 1, including a new
playground

Seyllynn and Bridgman Parks Master Plan – North Vancouver, BC

Master plan for revitalizing and
connecting these river-oriented parks in a
new Town Centre

2010

Speaker/Presenter - Experiences
Planning with First Nations
PIBC Annual Conference

2010

Speaker/Presenter – Play in the City:
Dogs Off-Leash
BC Landscape Architects Annual
Conference

**Fishtrap Creek Nature Park
Conceptual and Detailed Design –
Abbotsford, BC**

Nature-oriented community park around
stormwater basins won multiple awards

**Swalwell Park Master Plan and
Detailed Design – Lake Country, BC**

Master plan with community
engagement and detailed design of a
pavilion with green roof, pollinator
garden, water park, parking lot with on-
site rainwater infiltration

JERYN MACKEY, RLA, BCSLA

LANDSCAPE ARCHITECT

URBAN
SYSTEMS



Jeryn was born and raised in Fort St. John, BC and is a 2019 graduate of the Bachelor of Landscape Architecture program at the University of Guelph. She wrote her honours thesis on gender-sensitive design and has her Level 1 Crime Prevention Through Environmental Design (CPTED) certification.

Her work has a strong focus on the social components of site planning and design and seeks to impact the way people experience the public realm in order to improve health and wellbeing, instill a sense of pride and ownership, and make public space more equitable. She is passionate about preserving and improving the natural environment in rural and urban areas and making spaces safer for women and vulnerable populations.

EXPERTISE

Parks and Open Space Planning & Design
Cemetery Planning & Design
Community Planning & Engagement
Downtown Revitalization
Streetscape & Urban Design
Gender-sensitive design & CPTED

EDUCATION

2015 – 2019
University of Guelph
Bachelor of Landscape Architecture – Honours Program

EMPLOYMENT BACKGROUND

JUNE 2023 - PRESENT
Landscape Architect

Urban Systems Ltd.
Fort St. John, BC

MAY 2019 – JUNE 2023
Landscape Designer

Urban Systems Ltd.
Fort St. John, BC

MAY 2015 – AUGUST 2018
Landscape Architecture Student

Urban Systems Ltd.
Fort St. John

PROFESSIONAL AFFILIATIONS

British Columbia Society of Landscape Architects (BCSLA)

ADDITIONAL CERTIFICATIONS

LEVEL 1 CPTED CERTIFICATION
Liahona Security Consortium Inc.
October 2019

PROJECT EXPERIENCE

PARKS, RECREATION AND TRAILS

City of Fort St. John

Parks and Recreation Plan Update, 2022

Parks and Recreation Master Plan, 2017

Kin Park Detailed Design and Construction

Kin and Surerus Parks Conceptual Design and Visualizations

Community Forest Trails – detailed design

Urban Forest Strategy

Roundabout Beautification Concept Design

City of Terrace

Lakelse Gateway Connection Project - Concept, Visualizations & Detailed Design

District of Tumbler Ridge

Parks and Recreation Master Plan

Festival Grounds Conceptual Design

Entry Signage Detailed Design

Northern Rockies Regional Municipality

Fort Nelson and Toad River Cemeteries Design

Museum Trail grant application support

District of Ucluelet

Wild Pacific Trail – site analysis and construction details

Amphitrite Point Park – site inventory and analysis

District of Summerland

Downtown Neighbourhood Action Plan – Memorial Park Master Plan

Doig River First Nation

Naache Commons Phase 1 landscape detailed design

Education Centre Landscape Detailed Design

New Spaces Childcare Centre Landscape Design and Playground - Design and Construction

Cultural Spaces Design Visualizations

Greenwood Engineering Solutions

Village of Carmacks Merv Tew Improvements – conceptual park design, detailed design and tender drawings

Village of Carmacks Boardwalk – detailed design and tender drawings

Village of Carmacks Nordenskiöld Cemetery Detailed Design

Regional District of Central Kootenay

Lardeau Regional Park Management Plan

Strathcona County

Community Cemetery Assessment - Fees and Services Benchmarking Analysis

Village of Masset

Seaplane Base – park concept design and community engagement

From Park to Pier: Main Street Vision and Action Plan

Community hub and pier implementation

Village of Pouce Coupe

Village Park playground concept options

Skatepark Landscape Design

URBAN DESIGN AND PLANNING

City of Dawson Creek

Development Permit Area Guidelines

Zoning Bylaw – graphic materials and public engagement

City of Fort St. John

100 Street Corridor Detailed Design and Construction (phases 1-5)

Capital Projects Landscape Design

Fort St. John RCMP Landscape Design and Construction

Woodlawn Cemetery Detailed Design and Construction

Official Community Plan Update – community engagement

Development Permit Area Guidelines Update

Zoning Bylaw Update

City of Quesnel

Indigenous Cultural Interpretative Plan

District of Chetwynd

Official Community Plan Development Permit Area Guidelines

Economic Development Strategy – engagement material preparation

Recreation Centre Master Plan

District of Summerland

Wharton Street Revitalization Phase 1 – detailed design

District of Tumbler Ridge

Downtown Design Guidelines

Tumbler Ridge Airport Asset Management Assessment

Land Sales Marketing Packages

Residential Development Plan

District of Taylor

Peace Valley Cemetery – concept design and expansion plan

Northern Rockies Regional Municipality

Fort Nelson Downtown Revitalization Plan

Town of Stony Plain

Cemetery Implementation Plan - Concept Design and Phase 1 Detailed Design

Village of Pouce Coupe

West Pouce Neighbourhood Concept Plan

COMMUNITY ENGAGEMENT

Blueberry River First Nations

Housing Strategy Update - engagement material and visualization preparation, community engagement facilitation

Community Health Plan - engagement material preparation

City of Dawson Creek

Splash Park – engagement and concept design options

Rotary Park Redevelopment - engagement facilitation and concept options

District of Elkford

Downtown Plan – engagement material and visualization preparation

Fort St. John Community Action Team

Project Management and Public Engagement

HCMA/Peace River Regional District

Jump In North Peace Phase 1 Community Engagement support

JAKE PAPINEAU, BA, MPLAN

COMMUNITY AND SOCIAL PLANNING CONSULTANT



Jake is an experienced and enthusiastic consultant with more than 10 years' experience working in community planning, land use development, engagement and consultation, recreation and culture, sustainability and resiliency, data collection and analysis, and plan and strategy development at multiple scales including for municipalities, businesses, and non-profits. Jake has a Master of Planning from Dalhousie University, an Undergraduate in History and Human Geography from the University of Alberta and was a PhD Candidate in Rural Studies at the University of Guelph prior to withdrawing in 2023 to pursue his career ambitions. Jake has held national scholarships for his research and has published work in international academic journals. He is a Candidate Member of APPI/CIP and has an IAP2 certificate in public engagement.

EXPERTISE

Evaluation and Project Design
Research and Data Analysis
Facilitation and Engagement
Surveying and Interviewing
Project Scoping and Management
Technical and Narrative Writing
Community and Social Planning
Strategic Planning
Economic Development
Recreation and Parks Planning

EDUCATION

2018-2023

Doctor of Philosophy (PhD Candidate) in Rural Studies (University of Guelph, transfer 2022) and Geography (University of Alberta, 2018-2022)

2017

Certificate of Completion – International Association of Public Participation (IAP2) – Foundations and Techniques in Public Engagement

2014-2016

Master of Planning (MPlan), Dalhousie University

2010-2014

Bachelor of Arts (BA, with Distinction), History and Human Geography (Dbl. Maj.), University of Alberta

PROFESSIONAL AFFILIATIONS

ECONOMIC DEVELOPERS
ASSOCIATION OF CANADA (EDAC)

ALBERTA PROFESSIONAL PLANNERS
INSTITUTE (APPI) - CANDIDATE

CANADIAN INSTITUTE OF PLANNERS
(CIP) - CANDIDATE

EMPLOYMENT BACKGROUND

2022 - Current

Community and Social Planning Consultant
Urban Systems Ltd. / Urban Matters CCC

2019 - 2022

Planner
EINS Development Consulting Ltd.

2018 - 2022

Associate
RC Strategies + PERC Recreation and
Parks Consulting

2018-2020

**Research Officer / Marketing
Coordinator**

Government of Alberta, Ministry of
Economic Development, Trade and
Tourism

2018

Planning Advisor
Government of Alberta, Ministry of
Municipal Affairs

2014 - 2016

Community Planning Assistant
Cities and Environment Unit, Dalhousie
University

PROJECT EXPERIENCE

Town of High Level LUB Revisions and
Design Guidelines Review (Ongoing) –
Project Lead

Town of High Level Residential,
Commercial, and Industrial Lands Needs
Assessment (Ongoing) – Project Lead

MD Lesser Slave River Land Use Bylaw
and Municipal Development Plan Review
(Ongoing) – Project Lead

**Conklin Resource Development Advisory
Committee** Community Housing Project
Advisory (Ongoing) – Project Lead

City of Medicine Hat Community Well-
Being Plan (Ongoing) – Project Lead

Samson Cree Nation Subdivision
Feasibility Study (Ongoing) – Project Lead

Bigstone Cree Nation Housing Master
Plan (2025) – Project Lead

O'Chiese First Nation Housing Needs
Assessment and Strategy (2025) – Project
Lead

City of Beaumont Affordable Housing Site
Selection Tool Development and
Integration (2025) – Project Lead

City of Yellowknife Housing Needs
Assessment (2025) – Project Lead

City of Leduc HNA + Housing Strategy
(2025) – Project Lead

City of St. Albert Community Social Needs
Assessment (2024) – Project Lead

PROJECT EXPERIENCE, CONT'D

City of Lethbridge Municipal Housing Strategy and Community Safety and Well-Being Plan Review (2024) – Project Team Member

Regional Municipality of Wood Buffalo Accessibility Audit and Planning (2025) – Project Lead

City of Kelowna Indoor Recreation Facility Strategy (2021) – RC Strategies + PERC – Project Team Member

Huron County Community Safety and Well-Being – Evaluation Consultant

Town of Lamont Council Strategic Plan and Economic Development Strategy (2021) – RC Strategies + PERC – Project Lead

Town of Lac La Biche Outdoor Parks Placemaking Strategy (2022) – RC Strategies + PERC – Project Team Member

City of Brooks Recreation and Parks Comprehensive Master Plan (2021) – RC Strategies + PERC – Project Team Member

City of North Battleford and Town of Battleford Joint Parks and Recreation Master Plan (2021-2022) – RC Strategies + PERC – Project Team Member

Strathmore and District Agricultural Society Western Events Centre Feasibility Study (2022) - RC Strategies + PERC – Project Team Member

City of Kenora Parks and Recreation Master Plan (2021) - RC Strategies + PERC – Project Team Member

Calgary Rugby Union Strategic Business Plan (2022) - RC Strategies + PERC – Project Team Member

City of Lethbridge Parks and Recreation Master Plan (2021) - RC Strategies + PERC – Project Team Member

Assiniboine Park Zoo Master Plan (2021) - RC Strategies + PERC – Project Team Member

PUBLICATIONS

Deacon, L., Caldwell, W., Epp, S., Sarapura, S., **Papineau, J.W.**, & Ivany, M. (2023). COVID-19, Mental Health, and Ruralty: A Pilot Study. *The Canadian Geographer*.

Deacon, L., van Assche, K., **Papineau, J.W.**, & Gruezmacher, M. (2018). Speculation, Planning, and Resilience: Case Studies from resource-based communities in Western Canada. *Futures*. doi: 10.1016/j.futures.2018.06.008.

Papineau, J.W., & Deacon, L. (2017). Fort McMurray and the Canadian oil sands: Local Coverage of National Importance. *Environmental Communication*, 11(5), 593-608. doi: 10.1080/17524032.2017.1289107

Deacon, L., **Papineau, J.W.**, & Lamanes, T. (2017). Transiency, fly-in-fly-out (FIFO) workers and sustainability: perceptions from within a resource-based community. In Gomar, D.A., Brebbia, C.A. (Eds.). *Sustainable Development and Planning, XI* (pp.95-105). London, UK: WIT Press.

Papineau, J.W. (2015). Assessing Sustainable Building Technologies from a First Nations Perspective: The Community Plan as an Analysis Framework. [Master's Thesis, Dalhousie University]. Accessible via: <http://dalspace.library.dal.ca:8080/handle/10222/65370>

AWARDS & RECOGNITION

2020
Alberta Graduate Excellence Scholarship, Government of Alberta

2018-2020
President's Doctoral Prize of Distinction, University of Alberta

2018-2020
SSHRC CGS-D Joseph Armand Bombardier Doctoral Scholarship

2019
Associate Deputy Minister's Accommodation – Economic Development, Tourism and Trade, Government of Alberta

QUINN HOWARD, BCSLA, MLA

COMMUNITY AND GREEN SPACES CONSULTANT

URBAN
SYSTEMS



Quinn is a consultant specializing in community planning, municipal infrastructure, and green spaces. Her work is dedicated to developing integrated solutions that address future challenges by balancing social, ecological, and engineered systems. With a foundation in landscape design, Quinn brings expertise in flood mitigation, green infrastructure, and inclusive, universal design. Her professional practice is further strengthened by specialized training in ecological restoration and climate science, including certification in Climate Change and Infrastructure Risk Assessment using the PIEVC Protocol.

EXPERTISE

Municipal Natural Asset Management
Green Shores/ Nature-based solutions
Green Infrastructure
Inclusive Play Spaces
Age-Friendly and Universal Streets design
Construction Services

EDUCATION

2020
Master of Landscape Architecture
University of Guelph

2016
Bachelor of SocSc. International
Development and Health Sciences.

EMPLOYMENT BACKGROUND

2025
Landscape Designer and Nature-based Solutions Consultant, Urban Systems, Golden, BC

2022
Landscape Designer, Krahn Engineering, Abbotsford, BC

2021
Green Infrastructure and Planning, City of Charlottetown, PEI

2020
Restoration Construction Lead, Toronto Regional Conservation Authority, ON

PROFESSIONAL AFFILIATIONS

INTERN
BCSLA

PROFESSIONAL/MEMBER
Green Shores Stewardship Center BC

PROJECT EXPERIENCE

PLANNING & DESIGN GUIDANCE

Accessibility Design Guidelines, City of Lethbridge, 2024
Federal review of accessible/universal design best practices. Integration into municipal planning and technical documents.

Althamer/ Lakeside Park and Play Spaces, District of Invermere, 2024
Master plan development of a community waterfront park, Class C Cost estimate and council presentation.

Brandson Park, City of Castlegar, 2024
Community conversation series, concept development, Class A Cost estimate, council presentation, and RFP administration.

Great Bear Playground Projects, Central Coast Regional District, 2024
RFP and tender administration, playground and site design, council and community engagement, and contract administration.

CLC Design Guidelines, Tk'emlúps te Secwépemc (TteS)/KIBDC, 2024
Design controls package rooted in TteS cultural values, climate-smart, universal design, and age-friendly city principles.

DETAILED DESIGN

Columbia River Park, Shuswap Band (Invermere) 2024
Park design and shoreline restoration for community-level park, including flooding protection, habitat restoration, and recreational amenities. Detail design, RFP administration, and construction services.

Keith King Racquet Courts, Town of Golden, 2024

Concept design, detailed design support, RFP administration, and construction services for four sports courts,

Millennium Park Castle Playground, Castlegar, 2023

Concept design support, inclusive play, accessibility advocacy, detailed design support, RFP administration, and construction services

CONSTRUCTION SERVICES.

Fisher Road Dike Upgrades P2, Town of Golden, 2024

Design specifications, Contract Administration, and on-site monitoring.

Hospital Creek, 9th Ave, Fisher Road Dike Upgrades P1 Town of Golden, 2023

Design specifications, contract administration, and on-site monitoring.

HWY 1 Landscape Improvements, Town of Golden, 2023

Construction monitoring and coordination.

CERTIFICATES

Asset Management and Climate Resiliency, 2021

Green Shores Level 1 & 2, 2021

Home Flooding Risk Assessor, 2021

LEED AP*, 2021

SHASTA MCCOY, BCSLA

PRINCIPAL LANDSCAPE ARCHITECT

URBAN
SYSTEMS



Shasta is an award-winning, intrepid designer; her inventiveness in planning and shaping public space is reflected in communities throughout western Canada. As a consultant with Urban Systems for 15 years, she has played a key role in delivering parks, community planning, green infrastructure, placemaking, and streetscape projects. With masters' degrees in landscape architecture and environmental studies, as well as a Bachelor of Science in horticulture, she has cultivated a deep green design practice with a down-to-earth foundation. Shasta is highly skilled at weaving complex problems into solutions that respond effectively to diverse stakeholder interests, and she is an expert at communicating information and articulating solutions and ideas through compelling graphics.

EXPERTISE

Streetscape and Urban Design
Parks Planning and Design
Community Planning and Engagement
Green Infrastructure
Play Environments
Visualizations and Graphic Communication

EDUCATION

Bachelor of Science Horticulture and Landscape Design University of Tennessee, Knoxville, TN
Master of Arts Environmental Studies & Ecological Design Prescott College, Prescott, AZ
Master of Landscape Architecture, University of British Columbia, Vancouver, BC

EMPLOYMENT BACKGROUND

2009 – PRESENT

Landscape Architect Urban Systems Ltd. British Columbia

2008 – 2009

Teaching Assistant/ Research Technician University of British Columbia School of Architecture and Landscape Architecture

2004 – 2006

Landscape Designer/ Owner Gaia Designs LLC, Colorado

2000-2004

Educational Specialist, Interpretative Ranger, Graphic Illustrator, and Visitor Use Assistant, US National Park Service: Black Canyon of the Gunnison National Park & Curecanti National Rec. Area

SELECT PROJECT EXPERIENCE

STREETSCAPE AND URBAN DESIGN

Main Street Action Plan, Village of Masset, BC

100 Street Revitalization, City of Fort St. John, BC

Downtown Plan, District of Elkford, BC

Main Street Concept Plan, Tumbler Ridge, BC

Winter City Strategy, Fort John, BC

9th and 10th Street Downtown Revitalizations, District of Houston, BC

Columbia Avenue/Hwy 22 Complete Street, City of Castlegar, BC

Reid Street Revitalization Design and Public Engagement, Quesnel, BC

Downtown Strategy, Kimberley, BC

Downtown Revitalization Plan and Implementation, District of Houston, BC

Victoria Street 100 Block Concept Design, City of Kamloops, BC

Old Fraser River Bridge Plaza Revitalization, City of Quesnel, BC

Chief Louis Centre Master Plan, Tk'emlúps te Secwépemc Nation

Downtown Plan, District of Summerland, BC

Old Fraser River Bridge Plaza, City of Quesnel, BC

Downtown Plan, Village of Chase, BC

PARKS PLANNING AND DESIGN

Jamie Baxter Park Master Plan, Houston, BC

Memorial Park Master Plan, District of Summerland, BC

Waterfront Plan, Quesnel, BC

Kin and Sererus Parks, City of Ft. St. John, BC

Riverside Park and McArthur Island Parks Planning, City of Kamloops, BC

Black Mountain/sntsk'il'ntən Regional Park Management Plan & Design, Regional District of Central Okanagan

Lardeau Regional Park Management Plan, Regional District of Central Kootenay, BC

Rosewood Park Amphitheater and Sports Field Design, West Kelowna, BC

Idlewild Park Master Plan and Moir Gravel Pit Park Redevelopment Plan City of Cranbrook, BC

Kicking Horse Bridge, Kumsheen Park restoration, MoTI, Golden, BC

Canoe Beach Park and Klahani Park Master Plans, City of Salmon Arm, BC

Beach Park Concept Plan and Parks and Trails Asset Inventory, District of Sicamous, BC

Paul Lake Provincial Park Management Plan, BC Parks

SIGNAGE & INFOGRAPHICS

Indigenous Law Workshop Series and Land Stewardship Plan Graphic Recording, Fort Nelson FN, BC

PROFESSIONAL AFFILIATIONS

BC Society of Landscape Architects (BCSLA)

American Society of Landscape Architects (ASLA)

PRESENTATIONS

2011 WALK 21 CONFERENCE, VANCOUVER

Small Town | Big Shoes: Peachland, BC
Demonstrates how Small Towns Can Prioritize Non-motorized Travel

2012 CITIES FIT FOR CHILDREN CONFERENCE, KAMLOOPS

Reestablishing our Connection with Nature in Urban Environments

2012 WALK 21 CONFERENCE, MEXICO CITY

Visualizing Sustainable Transportation: the Art of Building Support for Green Infrastructure

2013 BUILDING SUSTAINABLE COMMUNITIES CONFERENCE, KELOWNA

Meeting Changing Infrastructure Needs: The Art of Building Support for Green Infrastructure through Visualizations

2016 BRITISH COLUMBIA SOCIETY OF LANDSCAPE ARCHITECTS CONFERENCE

Telling Dirty Secrets: Exposing Wastewater Infrastructure on the Sunshine Coast

AWARDS

2023 PIBC

Honorable Mention in Planning Practice – Small Town & Rural Areas – Main Street Action Plan, Masset, BC

2020 PIBC

Gold Award Excellence in Planning Practice – Small Town & Rural Areas – Waterfront Plan, City of Quesnel

2019 PIBC

Gold Award Excellence in Planning Practice – Small Town & Rural Areas – Downtown Beautification Plan, District of Houston

2019 UBCM

Community Excellence Award, Excellence in Sustainability, Columbia Avenue Phase 1 Complete Streets Project, City of Castlegar

2016 FEDERATION OF CANADIAN MUNICIPALITIES

Sustainable Communities Award – Water Category, Sechelt Water Resource Centre, Sechelt, BC

Mountain Bike Trail Difficulty Criteria Graphic Language, RSTBC

Indigenous Cultural Interpretative Plan, City of Quesnel, BC

Downtown Wayfinding Strategy, City of Trail, BC

Wayfinding Plan, District of Houston, BC

SENIORS AND AFFORDABLE HOUSING

District of Sicamous Affordable Housing Concept Plan, Sicamous, BC

North Slokan Healthy Communities Society Affordable Housing Plan, New Denver, BC

SHARE Housing Project, Nelson, BC

The Crossing Place Affordable Housing Project, Kanaka Bar Indian Band, BC

Elders Village Planning and Design, Nuxalk Nation, BC

Hudsons Hope Seniors Housing, Hudson's Hope, BC

PLAY ENVIRONMENTS

Nature-based Playground Design, Child Development Center, Fort St. John, BC

Lebourdais, Patchett Street and South Quesnel Parks Playground Public Engagement and Concept Design, Quesnel, BC

Centennial Park Spray Park, City of Fort St. John, BC

Legacy Spray Plaza and Discovery Playground, City of Lethbridge, AB

Fort Chipewyan Community Placemaking Project, Regional Municipality of Wood Buffalo, AB

Mill Creek Flood Protection & Restoration, City of Kelowna, BC

Millennium Park Castle Playground, Castlegar, BC

GREEN INFRASTRUCTURE

Sechelt Water Resource Center Landscape and Site Plan, District of Sechelt, BC

Water Resource Center, City of Kimberly, BC

Centennial Way Multi-use Waterfront Path and Bioswale, District of Peachland, BC

14th Street Multi-use Pathway and Bioswale, City of Cranbrook, BC

McTavish Transit Exchange Rain Garden, BC Transit, MoTI, Vancouver Island, BC

Peachland South Entry Rain Garden, District of Peachland, BC

Columbia Avenue, Castlegar, BC

9th and 10th Street Revitalization, Houston, BC

ECONOMIC DEVELOPMENT AND CULTURAL SITE PLANNING

Big House Cultural Campus, Nuxalk Nation, BC

Tulo Campus Plan, First Nations Tax Commission, BC

RV Campground and Commercial Plan, Skeetchestn First Nation, BC

Bulgar Road Campground Plan, Shxw'owhamel First Nation, BC

Seaton Lake & McTavish Flats Development Strategy, T'it'q'et First Nation, BC

Sky Blue Resort Upgrades, Ts'kw'aylaxw First Nation

Highway Commercial Plan, Xaxli'p First Nation

RV Park and Accommodation Plan, Little Shuswap Lake Indian Band, BC

SIERRA KASPER-MOMER, BA

COMMUNICATIONS & ENGAGEMENT COORDINATOR



Sierra's passion for livable, inclusive, and equitable communities is reflected in all aspects of her work in communications and engagement. As a creative thinker, she specializes in public engagement, written and visual content development, facilitation, and data analysis. She has experience providing strategic communications and engagement support across diverse practice areas, including planning, asset management, transportation, community and governance, and regularly draws upon her collaborative project management skills to support project delivery. Sierra follows internationally accepted public engagement best practices, having completed the International Association of Public Participation (IAP2) Certificate in Public Participation.

EXPERTISE

Creative Content Development
Writing & Editing
Communication Strategy
Engagement Strategy
Research + Data Analysis
Online / Virtual Engagement
Event Facilitation
Document Production, Design, and Delivery
Public and Stakeholder Engagement

EDUCATION

2021
Bachelor of Arts in Geography
University of British Columbia
Kelowna, BC

EMPLOYMENT BACKGROUND

2021 – PRESENT
Communications & Engagement
Coordinator
Urban Systems
Kelowna, BC

CERTIFICATES

2022
Foundations, Techniques and
Planning in Public Participation
International Association for Public
Participation (IAP2)

PROJECT EXPERIENCE

TRANSPORTATION

District of Coldstream, Active Transportation Network Plan (2024- 2025)

Communication and engagement
strategy, public engagement,
communication and engagement
material development

City of Kelowna, Safe Mobility Action Plan (2024)

Communication and engagement
strategy, public and stakeholder
engagement

District of Summerland, Transportation Master Plan (2024)

Communication and engagement
strategy, public and stakeholder
engagement and facilitation

City of Kelowna, Rutland Neighbourhood Bikeway (2023 – 2024)

Engagement strategy, public
engagement, communication and
engagement material development

Ministry of Transportation and Infrastructure, Fraser Valley Integrated Planning (2023 – 2024)

Stakeholder engagement strategy,
stakeholder engagement, event planning
and facilitation, data analysis and
reporting

Ministry of Transportation and Infrastructure, Hwy 1 Revelstoke and Golden Rest Area Option Development (2023)

GBA+ engagement strategy, stakeholder
interviews, data analysis and reporting

District of Peachland, Active Transportation Network Plan (2022)

Communication and engagement
strategy, public engagement, data
analysis and reporting, communication
and engagement material development

District of Sicamous, Active Transportation Network Plan (2022)

Communication and engagement
strategy, engagement support, data
analysis and reporting

City of Salmon Arm, Active Transportation Network Plan (2022)

Communication and engagement
strategy, public engagement, content
creation

Ministry of Transportation and Infrastructure, Trans Canada Highway Rest Area Study (2022)

Engagement support, data analysis and
reporting

Village of Lumby, Active Transportation Network Plan (2021)

Communication and engagement
strategy, content creation, data analysis
and reporting

Village of Radium Hot Springs, Active Transportation Network Plan (2021)

Communication and engagement
strategy, content creation, data analysis
and reporting

Ministry of Transportation and Infrastructure, Central Okanagan Integrated Transportation Strategy (2021)

Engagement support, communication
outreach

COMMUNITY + GOVERNANCE

District of Summerland, Wharton Street Revitalization (2025 – Present)

Communication strategy, website development, content creation

District of Summerland, Official Community Plan (2025 – Present)

Communications and engagement support, content creation, public engagement, data analysis and reporting

City of Kamloops, Parks Plan (2024-2025)

Engagement data analysis, visualization and reporting

District of Elkford, Official Community Plan Update (2023-2024)

Engagement strategy, content creation, public engagement, data analysis and reporting

City of Dawson Creek, Official Community Plan Update (2024)

Communication and engagement strategy, content creation, data analysis and reporting

City of Burnaby, Official Community Plan Update (2023 – Present)

Engagement support, virtual facilitation, data analysis and reporting

Regional District of Central Okanagan, Food Waste Collection Communication and Engagement Strategy (2023)

Communication and engagement strategy, research

District of Coldstream, Head of the Lake (2022)

Communication and engagement strategy, public engagement, data analysis and reporting

City of Kelowna, Driving Municipal Revenue (2022)

Research and report writing

District of Summerland, Roads and Water Integrated 20-Year Asset Management Plan (2023)

Communication, content creation

Columbia Shuswap Regional District, Liquid Waste Management Plan Update and Rebate Program (2022)

Communication and engagement strategy, public engagement, content creation, data analysis and reporting

District of Osoyoos, Zoning Bylaw Updates and Short-Term Rental Recommendations (2022)

Communication and engagement strategy, public engagement, content creation, data analysis and reporting

Regional District of Central Kootenay, Wildfire Development Permit Area (2022)

Communication and engagement strategy, stakeholder engagement, data analysis and reporting

City of Cranbrook, Official Community Plan Update (2021 – 2024)

Communication and engagement support, content creation, public engagement, data analysis and reporting

Township of Spallumcheen, Community Identity Exercise (2021-2022)

Communication and engagement support, data analysis and reporting

Township of Spallumcheen, Agri-Hub Feasibility Study (2021)

Engagement support, data analysis and reporting

District of Summerland, Downtown Neighbourhood Action Plan (2021)

Engagement support, public engagement, data analysis and reporting

City of Burnaby, Online Public Consultation Services Bainbridge and Lochdale Community Plans (2021)

Engagement support, data analysis and reporting, virtual public consultation

City of Burnaby, Transportation Plan Update Phase 3 Public Consultation Process (2021)

Engagement support, virtual facilitation, data analysis and reporting

Village of Radium Hot Springs, Zoning Bylaw Update (2021)

Communication and engagement support, data analysis and reporting

Town of Osoyoos, Official Community Plan Update (2021)

Engagement support and data analysis

City of West Kelowna, DCC Bylaw Update (2021)

Communication and engagement support

Village of Nakusp, Zoning Bylaw Update (2021)

Communication and engagement support

Splatsin First Nation, Integrated Communications and Engagement Plan (2021)

Communication and engagement support

District of Peachland, Inter- and Intra-municipal Transit Research (2021)

Inter- and intra-municipal transit system research and recommendations

COMMUNICATIONS

City of Cranbrook, Water Conservation Program Refresh (2025)

Communication strategy, content creation, branding development

City of Kelowna, Glenmore Ellison Improvement District Legacy StoryMap (2024)

Web content and graphics creation, research, storytelling

City of Kelowna, Idling Reduction Behavioural Insights (2023)

Communication strategy, content creation, data analysis and reporting

District of Peachland, Fire Hall Referendum Communications (2022)

Communications support, content creation, communications strategy

City of Kelowna, Anti-Stigma Campaign Media Relations (2022)

Media relations support

City of Kelowna, Air Quality Program Communications (2022)

Communications support for range of air quality programs, communication strategy

Regional Municipality of Wood Buffalo, Internal Communications Review (2021)

Communication and engagement support, data analysis and reporting

Lytton First Nation, Emergency Response Communications (2021 – 2024)

Ongoing communications support, virtual facilitation, communication strategy

Village of Lytton, Emergency Response Communications (2021)

Ongoing communications support, virtual facilitation, social media content, website content

District of Peachland, Ongoing Communications Support (2021)

Ongoing communications support, communication strategy, social media content

City of Kelowna, Radon Awareness Campaign (2021)

Communication support, social media content and graphic creation

MARINA BRYAN, BCOM

COMMUNICATIONS AND ENGAGEMENT SPECIALIST



Marina Bryan is a strategic communicator with experience in, and passion for, projects that build healthier, better-connected and more sustainable communities. With seven years of experience working in provincial, municipal and non-profit communications, she has worked on complex and sensitive topics including anti-racism, heritage preservation and violence against women. During her time at Urban Systems, she has supported the communications and engagement work for policy, transportation and community planning projects across British Columbia. Marina follows internationally accepted best practices in public engagement as a member of the International Association of Public Participation (IAP2) and has completed the IAP2 Certificate in Public Participation.

EXPERTISE

Strategic Communications
Media Relations
Writing and Editing
Social Media Management and Strategy
Community Engagement
Facilitation
Data Analysis & Reporting
Event Planning and Execution

EDUCATION

2020-2022
Social Media Certificate, University of Alberta

2013-2018
Bachelor of Commerce, University of Alberta

EMPLOYMENT BACKGROUND

2022-PRESENT
Communications and Engagement Specialist
Urban Systems LTD

2018-2022
Communications Advisor
Government of Alberta

PROFESSIONAL TRAINING

2023
Certificate in Public Participation, International Association of Public Participation (IAP2)

2017
Alberta Provincial Operations Centre Basic Operations Course

PROFESSIONAL AFFILIATIONS

Secretary, International Association for Public Participation (IAP2) BC & Yukon Chapter

RELEVANT EXPERIENCE

STRATEGIC COMMUNICATIONS

Central Okanagan Integrated Transportation Network, Ministry of Transportation and Transit, 2024-Present

Communications plan development, internal communications content development

Build Kamloops Communications Support, City of Kamloops, 2023-2024

Project management, facilitation of Communications Working Group volunteers and development of multi-phase Communications & Engagement Strategy

Curbside Food Waste Collection Engagement Strategy, Regional District of Central Okanagan, 2023

Development of Communications & Engagement Strategy for curbside food waste collection

SDS Bylaw 7900 Update Communications, City of Kelowna, 2022-2023

Communications and engagement material development

COVID-19 Multilingual Town Halls, Government of Alberta, 2020-21

Event coordination, messaging development, speechwriting

Alberta Anti-Racism Advisory Council, 2019-2021

Communications strategy for council members, including media relations, speechwriting, report editing, and annual strategy development

COMMUNITY ENGAGEMENT

Let's Plan Langford City-Wide Engagement Strategy and Guidelines, City of Langford, 2024

Internal staff engagement, development of a city-wide engagement strategy and guidelines

Accessible B.C. Act Standards engagement, B.C. Accessibility Directorate, 2024

Strategic advice, facilitation and reporting on province-wide engagement to inform development of accessible service delivery and employment standards

Burnaby 2050: Official Community Plan engagement, City of Burnaby, 2023-present

Communications strategy, content development, facilitation of multi-phase engagement program

B.C. Goods Movement Strategy, Ministry of Transportation and Infrastructure, 2022-2024

Engagement development, stakeholder outreach, facilitation, content development

BC Heat Alert Response System engagement, Province of BC, 2022-2024

Facilitation and moderation, content development, Communications & Engagement Strategy development

Frontline Solutions Internal Engagement, City of Kelowna, 2022-2023

Staff engagement, recommendations development, report writing to improve safety for frontline workers when interacting with the public

STRATEGIC PLANNING

Strategic Plan Engagement, School District 60, 2023-2024

Communications & Engagement Strategy development, engagement material development, analysis and reporting for engagement approach with students, staff and community members

Accessibility Implementation Plan, District of North Vancouver, 2023

Facilitation of internal focus groups to inform development of an Accessibility Implementation Plan

Emergency Program Administrative Review, Regional District of Central Okanagan, 2024

Research, development of guiding principles, development of recommendations report for emergency program

DATA ANALYSIS & REPORTING

Child Care Operating Model Assessment, City of Kelowna, 2023-2024

Health Information Management Framework, Province of BC, 2023-2024
Analysis and reporting of input gathered through First Nation, Inuit and Métis consultation

Short-Term Rentals Public Engagement Summary, District of Invermere, 2023

Analysis and report writing for public engagement on short-term rental regulations

FACILITATION

Lytton First Nation – Virtual Town Halls, 2022-present

Virtual town hall facilitation and technical support

Village of Lytton Wildfire Recovery – Emergency Communications Support, 2022-2023

Technical support and moderation for virtual community recovery meetings

MEDIA RELATIONS

Anû Kathâ Îpa Mountain Renaming, Government of Alberta, 2021

Communications Strategy, event planning, media relations, stakeholder relations

Multiculturalism, Indigenous and Inclusion Grant Program, 2019-2021

Communications Strategy, event planning, media relations, stakeholder relations

Faith-based and Cultural Facility Relaunch Grant, 2020

Communications Strategy, event planning, media relations, stakeholder relations

CONTENT DEVELOPMENT

GEID Legacy StoryMap, 2024

Research, writing and creation of a virtual StoryMap sharing the history of the Glenmore-Ellison Improvement District

Highway Reinstatement Program, Ministry of Transportation and Infrastructure, 2022-current

Newsletter, web and social media content development and distribution for ongoing highway recovery projects

Women's Hub, Government of Alberta, 2022

Communications Strategy and content development for the creation and launch of an online tool to access provincial resources for women

Sexual Violence Awareness Month, Government of Alberta, 2019-2022

Annual campaign strategy, content development and coordination with provincial stakeholders and community partners

MARTINA ESCUTIN, BSW, RSW

INDIGENOUS HEALTH AND WELLNESS PRACTITIONER



Martina Escutin is a Ktunaxa citizen from ʔakisq̓nuk First Nation and a Registered Social Worker with a Bachelor of Social Work from the University of British Columbia, specializing in Child Welfare. She brings deep experience in Indigenous health, language revitalization, and systems change, with a focus on culturally grounded, community-led approaches to wellness. Martina's work spans child welfare, collaborative decision-making, policy development, and engagement rooted in Indigenous values. She is a Certified Cultivating Safe Spaces facilitator and supports initiatives that strengthen healing, governance, and relational accountability across Nations and urban Indigenous communities. A lifelong learner and advocate for the Ktunaxa language, Martina received the Ktunaxa Citizens Excellence Award in 2024 for her contributions to language revitalization. She is a published co-author of *Dark Secrets: Student-to-Student Abuse in the Indian Residential School System* and a featured writer in *q̓apkiʔ*, the Ktunaxa Nation magazine. Martina is passionate about weaving Indigenous language, worldview, and intergenerational knowledge into all aspects of care, planning, and communication—supporting systems that reflect and respect Indigenous ways of being.

EXPERTISE

- Group Facilitation utilizing Indigenous Methods of Co-Creation
- Child Welfare Policy
- Intergenerational Trauma; Approaches to Healing
- Community Advocacy
- Harm Reduction, Trauma Informed Practice
- Indigenous Language Revitalization

EDUCATION

2020

Bachelor of Social Work, Child Welfare Specialization, University of British Columbia

2018

Associate of Arts, Okanagan College

EMPLOYMENT

BACKGROUND

2022–2023

School District 23
Indigenous Student Advocate

2020–2022

Okanagan Nation Alliance
Family Decision Making Coordinator/
Acting Team Lead

RELEVANT PROJECT EXPERIENCE

Ktunaxa Nation Council – Nation Healing Strategy (2024-Present)

- Developing a Nation-Based Healing Strategy to address the toxic drug crisis through culturally grounded, trauma-informed, and strengths-based approaches, engaging Elders, leadership, and community members to implement sustainable healing solutions.

Cowessess First Nation – Health & Wellness Strategy (2024-Present)

- Supporting the development of a 10-Year Health Plan & Wellness Strategy, ensuring alignment with funder requirements, community priorities, and long-term health and well-being goals.

Ktunaxa Nation Council - Ktunaxa Language Transcription (2024-2025)

- Supported the development of a community-led transcription program to revitalize the Ktunaxa language. Delivered a strategic learnings report, guided survey engagement with transcribers, and integrated cultural and ethical frameworks to ensure long-term sustainability and data sovereignty.
- Documented fluent Ktunaxa speakers through transcription, preserving language and cultural knowledge.

Kelowna General Hospital Foundation – Thrive Okanagan Event Facilitation (2024)

- Facilitated a high-level community engagement event for the KGH Foundation, bringing together 50-60 decision-makers to rebuild trust, foster collaboration, and co-create a shared vision for community well-being using decolonized engagement frameworks and Indigenous oral traditions.

Łkamnińtik Children's Truth and Reconciliation Society – Engagement and What We Heard (WWH) Report (2024)

- Planned, developed and facilitated engagement with former students, survivors and intergenerational survivors of the Kootenay Indian Residential School to inform programs and services at the society.

ʔakisq̓nuk First Nation Wellness Initiatives – First Nation Wellbeing Fund (2024-Present)

- Successful applications for Stream 1: Community Projects and Stream 2: Wellness Strategy; Initiation of workplan; Ongoing capacity building within community to achieve a community vision of wellness.

Cultivating Safe Spaces Facilitation (2023-Present)

- Available for various sessions, to facilitate talking circle processes in community.

Denisiqi Services Society Prevention Services Capital Needs Assessment – CHRT 41 (2023-2024)

- Engagement Coordination, Implementation, and Evaluation; Child Welfare Policy Support.

Child Welfare Systems Reclamation, Okanagan Indian Band (2023-2024)

- Research Development, Recruitment, Coordination, Implementation, and Evaluation; Ongoing stakeholder evaluation; Capacity Building

RH, Indigenous Homelessness Coordinated Access, Kamloops (2023-2024)

- Supporting Indigenous Led Coordinated Access Reference Group to share Indigenous perspective on Coordinated Access

Community Action Team, Central Okanagan (2023-2024)

- Addressing Toxic Drug Crisis in Kelowna, BC through Ongoing stakeholder committee facilitation; Engagement Coordination, Implementation, and Evaluation.

Health Canada Substance Use and Addictions Program – Indigenous Harm Reduction Team, Substance Use Day Program, Structural Stigma Dialogue Sessions (2023-2024)

- Program Development, Recruitment, Coordination, Implementation, and Evaluation; Curriculum development and facilitation.

Journey Towards Home, Ki-Low-Na Friendship Society; CMHC (2023-2024)

- Ongoing stakeholder committee facilitation; Cross-organizational capacity building.

ALYX LEZARD,

INDIGENOUS WELLBEING PRACTITIONER

urban
matters



Alyx Lezard, a member of the Syilx Nation, and has a background working within Indigenous communities and in the social service sector. Here, she has gained valuable experiences, from conducting research to direct support, to developing, implementing, and coordinating programs. Alyx is deeply committed to strength-based and trauma-informed approaches and believes strongly in amplifying the voices of individuals with lived and living experience. She is committed to cultural humility and inclusivity, as she strives to create a safe and empowering space for all. Alyx's commitment to making a difference and her dedication to ongoing learning is an asset to her goals of creating positive communities.

EXPERTISE

- Outreach and Engagement with Lived and Living Experience
- Harm Reduction, Evidence-Based Practices
- Community Engagement and Advocacy
- Collaborative Partnerships and Mobilization
- Indigenous-Centered Initiatives
- Program Design and Implementation

EDUCATION

2024

Bachelor of Arts, Psychology
University of British Columbia

EMPLOYMENT BACKGROUND

2023–2024

**Substance Use Day Program
Coordinator**
PEOPLE Lived Experience Society
Kelowna BC

2020–2024

Housing Support Worker
John Howard Society
Kelowna BC

2020–2021

Research Assistant
University of British Columbia
PURE – Indigenous Experiences
Vancouver (Remote)

PROJECT EXPERIENCE

COORDINATED IMPACT TEAMS

Community Action Teams, 2024-Present

Convening local organizations at the forefront of the toxic drug crisis to strengthen local partnerships, and collaboration, and to create action-oriented strategies to address this crisis on a local level. We facilitate and coordinate these teams in:

- Central Okanagan
- Penticton
- Vernon
- Merritt

City of Kelowna, Kelowna Food Innovation Project, 2023

Convening and coordinating a food project for local organizations in the food sector from agriculture to food banks to support a united front and create meaningful solutions tailored to the unique needs of the Central Okanagan.

PROGRAM DEVELOPMENT AND IMPLEMENTATION

Boys and Girls Club Okanagan, Pathways to Youth Belonging, 2024-Present

Develop and implement a research initiative alongside young people in Youth Participatory Action Research (YPAR), aimed at understanding youth belonging in the Okanagan.

The City of Kelowna, knknxtəwix “We Walk Hand in Hand” Indigenous Harm Reduction and Structural Stigma Dialogue with the Healthcare Sector, 2023-2024

An indigenous-led initiative that focuses on culturally safe and supportive harm reduction services and reducing stigma in the healthcare setting through knowledge sharing and education.

City of Kelowna, PEOPLE Peer Navigators and Capacity Building Project, 2024

An initiative that supports cultural and workforce capacity building for people with lived and living experience so they can be meaningfully employed as Peer Navigators.

RESEARCH

Kelowna Friendship Society, Supporting the Journey Towards Home, 2024

Creating an understanding of Indigenous Homelessness in the Central Okanagan through trauma-informed engagements with people with lived and living experience and comprehensive quantitative research.

Community Legal Assistance Society, Systemic Inequities in The Post-Covid-19 Virtual Environment, 2024

A comprehensive evaluation of programs and services to ensure equity for clients accessing their services. We gathered insights and provided CLAS with actionable recommendations to improve their services, systems, and processes.

GAYLE FRANK, BA

SENIOR ADVISOR FOR INDIGENOUS RELATIONS AND TRUTH AND RECONCILIATION



Gayle Frank, a St'at'imc woman, brings 25 years of dedicated experience in Indigenous Relations and Truth and Reconciliation. Her deep commitment to honoring Indigenous culture and language underpins her approach to reconciliation, ensuring these elements are central to her work. As the Lead of Urban's Truth and Reconciliation practice, Gayle plays a pivotal role in guiding governments and corporations through the complexities of reconciliation. She develops comprehensive action plans, principles, and guidelines to foster meaningful relationships and drive positive change. Gayle is experienced in facilitating talking circles, fireside chats, and leadership presentations, and excels in creating culturally sensitive and effective community plans. Her proficiency in integrating qualitative and quantitative data into actionable insights ensures impactful reporting. With her extensive background and passionate dedication, Gayle is an invaluable resource for organizations committed to advancing reconciliation and building respectful, lasting relationships with Indigenous communities.

EXPERTISE

- Reconciliation and Truth-telling
- Cultural Competency and Sensitivity
- Working with Indigenous Organizations
- Governance and leadership
- Strategic Facilitation
- Community Engagement
- Research and Analysis

EDUCATION

Bachelor of Arts, First Nations Studies, Simon Fraser University

Archaeology Degree, Simon Fraser University

Certificate, Combining Our Strength Learning to Lead, Minerva Foundation for B.C. Women

Certificate, Community Leadership Program, Minerva Foundation for BC Women

Certificate, Research Analysis, Simon Fraser University

Training, Traditional Use and Occupancy Mapping and Interviewing

BOARD OF DIRECTORS

PRESIDENT
The Tree

PREVIOUS ROLES

PRESIDENT
B.C. Native Women's Association

1ST VICE PRESIDENT
Native Women's Association of Canada

DIRECTOR
Elizabeth Fry Society

PROJECT EXPERIENCE

TRUTH AND RECONCILIATION

Facilitate Truth and Reconciliation Talking Circles to promote dialogue and understanding.

Provide cultural competency advising on language, traditional protocols, and cultural practices.

Lead discussions on TRC Calls to Action, UNDRIP, pre-contact history, and historical context with clients.

Build and maintain strong relationships with Indigenous communities, leaders, and organizations to foster collaboration and trust.

Collaborate with Traditional Knowledge Keepers to ensure cultural authenticity in projects.

Maintain cultural integrity in meetings, reporting, and collateral development.

Develop and implement frameworks informed by UNDRIP and TRC initiatives.

Foster positive relationships between Indigenous communities, organizations, and stakeholders.

Demonstrate in-depth knowledge of current Indigenous issues and opportunities.

Facilitate conflict resolution and navigate difficult conversations with cultural sensitivity.

Conduct policy reviews to align with Truth and Reconciliation and UNDRIP principles.

Strengthen connections between Indigenous governments, Urban Systems, and industry/government partners.

RELEVANT PROJECT EXPERIENCE Squamish Nation

- Facilitated gatherings with the Nation and District to review a DRIPA-compliant Official Community Plan (OCP) process.

District of Port Edward

- Developed a Truth and Reconciliation Plan.
- Facilitated Cultural Sensitivity Training sessions.

Geoscience Manitoba

- Facilitated gatherings with Indigenous partners.
- Developed guidelines promoting inclusion, equity, and diversity.

BC Lottery Corporation

- Facilitated gatherings with Indigenous partners.
- Developed Reconciliation Principles to guide organizational practices.

Engineers Canada

- Facilitated national and regional gatherings on Indigenous consultation and engagement.
- Conducted research on UNDRIP and TRC Calls to Action.
- Developed guidelines for engaging and consulting with Indigenous partners.

City of Burnaby

- Facilitated Talking Circles with Indigenous community members.
- Reviewed municipal bylaws through a reconciliation lens, providing actionable recommendations.

GAYLE FRANK, BA

SENIOR ADVISOR FOR INDIGENOUS RELATIONS AND TRUTH AND RECONCILIATION

urbansystems.ca

NON-PROFIT/ SOCIAL ENTERPRISE

Native Women's Association of Canada/ Ottawa, ON 2016-2018

- Advocated for Indigenous women and families through strategic initiatives.
- Engaged Ministers and Deputy Ministers to address gender discrimination within the Indian Act.
- Consulted with Commissioners and Ministers on Missing and Murdered Indigenous Women and Girls (MMIWG) issues.
- Facilitated community engagement sessions in BC for Gender Discrimination Bill S3 workshops.
- Delivered community engagement sessions on Poverty and Food Sovereignty projects in BC.
- Presented at the National Indigenous Languages Conference in Nova Scotia.
- Applied a working knowledge of UNDRIP and First Nations issues to advocate for Indigenous women's rights.

BC Native Women's Association

- Led the Red Ribbon Campaign to raise awareness of MMIWG.
- Facilitated Financial Literacy Workshops to empower Indigenous women.
- Spearheaded Ducheneaux discussions addressing gender-based discrimination in the Indian Act.
- Provided administrative support for proposal writing, workshop facilitation, and collateral development.
- Supported strategic planning and project implementation.
- Acted as a liaison with government officials for various initiatives.
- Participated in the Status of Women Coalition on MMIWG to advocate for systemic changes.

Penticton Indian Band

- Conducted a policy and bylaw gap analysis in relation to DRIPA.

City of Quesnel

- Supported a Residential Schools Commemoration Project by drafting policy papers and Indigenous engagement strategies.
- Facilitated multi-stakeholder engagement sessions with an Indigenous lens.

Prince George Urban Indigenous Coalition

- Facilitated engagement sessions, including Fireside dialogues with Indigenous youth, Elders, and stakeholders.
- Incorporated research on UNDRIP and TRC.

Little Shuswap Lake Indian Band

- Supported the development of a Land Use Plan through engagement facilitation, Fireside chats with Heads of Houses, and advising on cultural and traditional protocols.

National Association of Friendship Centres

- Developed an Urban Indigenous Youth Leadership Curriculum.
- Conducted stakeholder interviews and facilitated two youth engagement sessions.

Ministry of Forests, Lands, Natural Resources and Rural Development

- Facilitated a three-day joint land use planning session between the Tahltan Central Government and the Province of BC.
- Conducted planning and research to support collaborative outcomes.

Saulteau First Nations – Klin-se-za Park Plan

- Provided administrative support and developed collateral for community events.
- Facilitated community engagement sessions.

Neskonlith Indian Band

- Acted as Client Lead for the Switsemalch IR # Land Use Plan.
- Conducted background research on historical and current land use.
- Facilitated community engagement activities.

Sk'atsin Resources

- Client Lead for the Chase-Harper Watershed Collaborative Management Plan.
- Facilitated engagement sessions with Chief and Council, community members, and employees.
- Hosted Fireside chats with Heads of Houses and advised on cultural and traditional protocols.

Whispering Pines/Clinton Indian Band

- Facilitated a community event for a Climate Change Flood Risk and Vulnerability Assessment.

Central Coast Regional District

- Conducted background research and facilitated community engagement sessions for a Housing Needs Assessment.

Interior Health Authority

- Advised on cultural and traditional protocols for the Rural Indigenous Overdose Action Exchange.
- Facilitated a full-day conference with peers and agencies.

RICKY BANGA, B.SC.,BGIS

GIS ANALYST



Ricky specialises in using GIS to solve problems, compile, interrelate, and organize data. His formal training is in GIS, and he is skilled at applying the technology for analytical purposes and cartography. Ricky is passionate about performing quality analysis and using spatial data to inform decisions and provide clarity. He then assists with preparing maps, reports and presentation graphics.

EXPERTISE

Geographic Information Systems (GIS)
Spatial Data Management and Analysis
Cartography and Visualization
Mobile Data Collection
Asset Management applications of GIS
Remotely Piloted Aircraft System (drone) pilot

EDUCATION

2013
B.Sc., Earth and Environmental Sciences,
University of British Columbia
Kelowna, BC

2016
Bachelors of Applied Geographic Information Systems,
Southern Alberta Institute of Technology
Calgary, AB

EMPLOYMENT BACKGROUND

2016 – Present
GIS Analyst
Urban Systems Ltd.

PROJECT EXPERIENCE

GEOGRAPHIC INFORMATION SERVICES

Emergency Management Plans

Tahltan Band
Shxw'ōwhámél First Nation
Kwikwasut'inuxw Haxwa'mis First Nation
Sq'ewlets First Nation

Preparedness and mitigation planning support.

Ricky was involved in identifying evacuation routes, EOCs and various hazard risks such as flooding, wildfires etc. in various areas using GIS.

Official Community Plans

District of Lake Country
District of Peachland
Town of Osoyoos
City of Cranbrook
City of Armstrong

Ricky was tasked to compile and manage all the data for the project; and used GIS to perform spatial analysis and create maps for the final reports.

Parks and Trails Master Plan, Regional District of North Okanagan

Regional District of North Okanagan (RDNO) is seeking to develop a comprehensive Parks and Recreational Trails Master Plan for Electoral Areas B & C. Ricky is a part of the team working on this project. His role includes mapping and analysis of existing and potential park

and trail locations. Ricky uses GIS to help inform decisions and guide park/trail locations and footprints.

Ministry of Transportation – Rail Trail Corridors

Project included building a GIS inventory including the trail alignment and related infrastructure; Creating thematic map books to show detailed features, land designations, and ownership along the corridor.

Transportation planning

- Transportation Master Plan Update, District of Summerland BC, 2024
- Active Transportation Network Plan, District of Coldstream, BC, 2024
- Active Transportation Network Plan, Village of Lumby BC, 2021
- Active Transportation Network Plan (including North-South AT Corridor Feasibility), Village of Radium Hot Spring BC, 2021
- Township of Spallumcheen Trails and Cycling Active Transportation Plan, Township of Spallumcheen, BC, 2020
- Shuswap North Okanagan Rail Trail (Sicamous-to-Armstrong) Trail Development Plan, RDNO, BC, 2020
- Tk'emlúps te Secwepemc IR#1 Bicycle Network Plan, Tk'emlúps te Secwepemc IR#1, BC, 2020
- City of Kelowna Neighborhood Parking Management Plan, City of Kelowna, BC, 2020
- 100 Street Parking Study, Fort St John, BC, 2019

Asset Management Investment Plans (AMIP)

Village of Anmore
Regional District of Central Okanagan
Regional District of North Okanagan
District of Summerland
City of Castlegar
City of Prince Rupert
City of Fernie
City of Peachland
Township of Spallumcheen
Kwakiutl First Nations
Gwa'sala-'Nakwaxda'xw Nations
Toquaht First Nations
City of Kimberley

Ricky has worked with many First Nations, local governments, and regional governments throughout BC to develop their AMIPs. These projects involve compiling available infrastructure data into a central inventory, and summarizing the costs required to maintain the infrastructure to a standard level of service for the community.

Integrated Infrastructure Capital Plan (IICP)

City of Castlegar
City of Kimberley
Township of Spallumcheen
City of Cranbrook
Village of Canal Flats
District of Summerland
District of Coldstream

The above local governments required an IICP to combine water, sewer, storm, and roads systems into a consolidated plan for infrastructure planning over the next 20 years. This plan provided guidance on funding levels and prioritization of infrastructure replacement.

Ricky managed the GIS team to compile the infrastructure data in GIS and to fill any data gaps. He ran risk assessments of each system and worked with the project team to develop a prioritized list of capital projects, helping set attainable funding levels for the City.

Risk Assessments

City of Victoria (Water System)
City of Vernon (Storm System)
City of Kimberley (Water, Sanitary and Storm Systems)
Township of Spallumcheen (Storm System)
District of Sicamous (Water, Sanitary and Storm System)
District of Saanich (Sanitary System)
District of Sechelt (Sanitary System)
Town of Gibson (Sanitary System)
City of Kelowna (Downtown Stormwater (Rainwater) Management Plan)
District of Lake (Stormwater (Rainwater) Management Plan)

In order to prioritize capital planning for infrastructure, the local governments above requested that Urban Systems perform a risk assessment of their infrastructure. This work was primarily GIS-based and involved extensive spatial and data analysis, which Ricky performed. Likelihood of failure and Consequence of failure were both looked at, each broken down into a condition and a capacity analysis. Ricky liasoned with sub-consultant GeoAdvice, who was in charge of building and running the hydraulic model. The results of this model fed into the capacity analysis.

The final deliverables included detailed figures and extensive tables outlining the priority ranking of the sanitary infrastructure, and the recommended upgrades / timelines. detailed description of the project using the body style. Separate projects with a hard return.

FIELD DATA COLLECTION/ WEB MAPPING

Culvert/ Road Survey Condition Assessment

Township of Spallumcheen
Village of Anmore
Cowichan Valley
District of Coldstream
Bigstone Cree Nation

Project included create a mobile culvert and road condition assessment form collection tool using a combination of tablets and GIS. Ricky was responsible for all data handling and GIS services associated with the inventory and condition assessment of the Stormwater infrastructure and roads along with incorporating the survey information.

Ricky used online interactive mapping in the form of dashboards and web maps to summarize and share the data with project teams and clients.

RPAS (DRONE) SERVICES

District of Peachland

Peachland Creek Water Treatment Plant Site inspection. Ricky was tasked to capture aerial imagery and video of the site activity for the duration of the project. The footage was shared with the public to show progress of the project.

Township of Spallumcheen

North Okanagan Wastewater Recovery Project and Back Enderby Road Construction Project. Ricky was tasked to do a Pre-construction overall site inspection using a remotely piloted aircraft system. An orthophoto was captured along with 4k video. Ricky was in charge of handling and processing the data captured out on site.

COWI North America Ltd.

DFAA Coordination & Damage Assessment Drone Flight

Parts of the South Coast (SCR) and Southern Interior Region (SIR) was hit by floods and slides impacting MoTI infrastructure. Ricky was tasked to capture aerial imagery of the impacted areas, and site activity during the remediation.

HAYLEY INGLIS, MPLAN

COMMUNITY CONSULTANT

URBAN
SYSTEMS



Hayley Inglis is a Community Planner based in Urban Systems' Kamloops office, located on the traditional unceded territory of Tkemlúps te Secwépemc. She supports First Nations and local governments deliver a range of projects to meet community needs, with experience in land use planning, policy development, community engagement, and economic market analysis. Hayley brings a particular focus on planning accessible, inclusive, and community-oriented spaces—skills relevant to parks and recreation planning.

As a consultant with Urban Matters, Hayley has helped develop an accessibility practice that supports communities across BC and Alberta. Her work includes identifying barriers in parks, trails, and recreation facilities, and co-developing accessibility plans and audits based on community experience and best practices.

In all her work, Hayley brings an extensive background in research, an enthusiasm for working with and learning from people, and a desire to support communities become more accessible, inclusive, and active.

EXPERTISE

First Nations Community Planning

Rural Land Use Planning

Accessibility Planning

EDUCATION

2019 - 2021

Master of Planning
Dalhousie University
Halifax, NS

2018 - 2019

Graduate Diploma of Applied
Environmental Planning
Fleming College
Lindsay, ON

2013 - 2017

Bachelor Arts and Science
Quest University Canada
Squamish, BC

EMPLOYMENT BACKGROUND

2021

Community Planner
Urban Systems
Kamloops, BC

2021

Research Contributor
Dalhousie PEACH Research Unit
Halifax, NS

2019

Planning Intern
City of Kawartha Lakes,
Lindsay, ON

ADDITIONAL TRAINING

Rick Hansen Foundation Accessibility

PROFESSIONAL AFFILIATIONS

ATLANTIC PLANNERS INSTITUTE
Candidate Member

PROJECT EXPERIENCE

SOCIAL EQUITY PLANNING

City of Victoria – Accessibility Strategy (Ongoing)

Working with City staff, Accessibility Advisory Committee, and City stakeholders to develop a three-year action plan to address community accessibility needs and meet legislated requirements.

City of Victoria – Accessible Wayfinding and Signage Strategy (Ongoing)

Developing a high-level guiding document to provide a consistent standard for the design, development, and implementation of signage and wayfinding.

RMWB – Accessibility Audits 2023

Conducted in-person accessibility audits in partnership with UAD using Rick Hansen Foundation Rating System for civic facilities in Fort McMurray.

COMMUNITY REVITALIZATION

Village of Chase – Downtown Revitalization Strategy 2024

Completed community engagement to identify desired interventions for the Village Core.

City of Kamloops – Tranquille Corridor Revitalization Plan 2023 – 2024

Developed a high-level beautification strategy for individual districts in the North Shore's historic downtown including a material specifications palette.

INDIGENOUS LAND USE & ECONOMIC DEVELOPMENT

TteS CLC Lands Strategy 2025

Engaged diverse range of community members in long term visioning for future economic, cultural, and institutional land uses.

Wet'suwet'en Tourism Strategy 2024

Identified high level market opportunities for outdoor recreation tourism development and completed a campground selection matrix.

WFN Hemp & Cannabis Study 2022

Researched cannabis and hemp retail market and provided recommendations on potential business viability.

OMVC Highest & Best Use 2022

Investigated market context to determine feasibility of proposed tourism and light industry businesses on Haida Gwaii.

HEALTH + WELLNESS

High Bar Stsmémelt Process 2022

Actively involved in engaging community to develop a FNHA health and wellness assessment and participate in child welfare readiness.

RDCO Poverty Reduction Strategy 2021-2022

Helped develop an understanding of factors influencing poverty in the RDCO. Collected, synthesized, and analyzed information from people with lived experiences of poverty and discrimination.