

# VISIONARY (re)GENERATION MASTER PLAN

## COMMUNITY ENGAGEMENT REPORT



## Traditional Territories Acknowledgment

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

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# INTRODUCTION

## Purpose of this Report

Since the close of the Visionary (re)Generation Open International Design Competition in November 2013, the University has been working with the competition-winning team, in collaboration with University and community stakeholders, to develop the new Visionary (re)Generation Master Plan for the Fort Garry campus. The planning process has included over 1,000 people and more than 60 different meetings and events, building on the extensive engagement that took place prior to and during the design competition. This report outlines the public engagement process on which the new Master Plan is built.



# METHODS

## Engagement Loops

Led by the Campus Planning Office in collaboration with other University units, the engagement process unfolded in a cycle of three 'loops' that emphasized two-way dialogue with stakeholders.

### First Loop

#### Exploratory

The first 'exploratory' loop involved information gathering on the current conditions of the campus (streets, buildings, transportation, open spaces, vegetation, landscape, utilities, land drainage, and many others). Preliminary plans and designs began to take shape at the end of this stage, and were shared at open houses in Fall 2014. This process included stakeholder meetings and events, and feedback was incorporated into the planning and design work.

### Second Loop

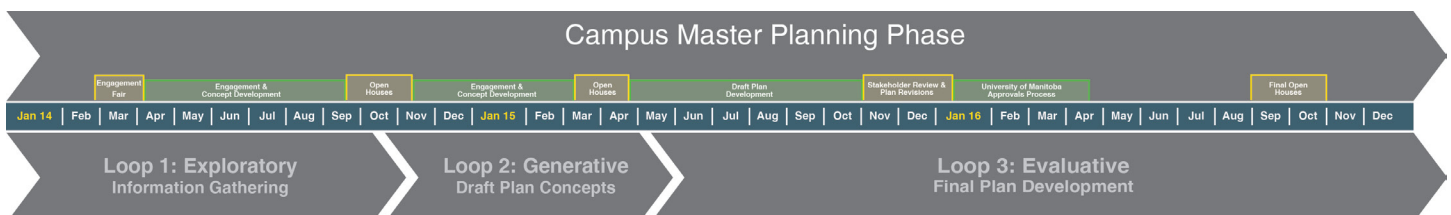
#### Generative

In the second, 'generative' loop, a preliminary concept plan for the campus was developed based on information gathered and feedback heard in both the first and second loops. This concept plan was presented in Spring 2015 at open houses for further comment and input. It was also presented for information to the University's Senate Planning & Priorities Committee, Senate, and Board of Governors. Work then continued on refining the concept based on feedback provided in these forums.

### Third Loop

#### Evaluative

In the third, 'evaluative' loop, the concept plan from the previous stage was refined based



on feedback and input received, and developed into draft document form. This draft plan document was sent for review to the various project working groups and committees, the Campus Planning and Design Committee, Physical Plant, and the University's Sustainability Committee. Comments from these groups guided the development of the final draft, which went through the process of approval by the University's Senate and Board of Governors. The final Master Plan will then be presented to the University community and the public at open house events.

## Engagement Methods Used

### Overview

A variety of techniques were employed, from large-scale open houses and events to smaller, more informal Community Conversations. Regular meetings with the Neighbourhood Network group, consisting of residents from the surrounding area, were held throughout the process. Efforts to collaborate with student groups, attend neighbourhood events and present to interested University classes have also been an important part of outreach. Online engagement also took place through the Visionary (re)Generation website ([visionaryregeneration.com](http://visionaryregeneration.com)), and on Twitter (@visionaryregen).

As well, several project working groups and committees were established with representation from faculty, students, staff, and community experts and stakeholders. These groups consisted of:

- A Planning Working Group,
- An Energy & Sustainability Performance Management Group,
- An Indigenous Advisory Committee, and
- An Indigenous Subcommittee.

In addition to these initiatives, presentations were made periodically to University administrative and academic bodies such as the Campus Planning & Design Committee, Senate Planning & Priorities Committee, Senate, and Board of Governors. Feedback from all these entities was taken into account and integrated into the drafting of the final Master Plan.

### Community Conversations

These small-scale meetings were open to any interested student, staff, faculty, or administrative group at the University, as well as any interested stakeholder groups from outside of the University community, and advertised on the project website, through Twitter, and at open house events. The Campus Planning Office also reached out to numerous groups to extend invitations to participate in these conversations. Meetings were facilitated by one

to three members of the Campus Planning Office, and consisted of an overview of the status of the planning process – the current state of designs and concepts, the timeline for the project, and an overview of the engagement process. Participants were then invited to offer their thoughts, concerns, and priorities for the campus.

### Events

Events took the form of large-scale come-and-go open houses, with display boards set up to show how plans and designs had progressed. A variety of interactive techniques were also used to encourage participants to provide feedback on what they saw. Techniques included flipcharts for writing comments, campus maps to mark up and draw new ideas, an iPad visual preference survey, and idea-rating boards (for participants to indicate preferences with dot stickers). All of the feedback generated at these events was documented, summarized, and provided to the planning consultant team for integration into the document drafting process.

### Online Engagement

Online engagement consisted of posting presentation materials on the Visionary (re)Generation website and posting event dates on the website and on Twitter (@visionaryregen). The website also had a feedback tool allowing people to submit comments to the Campus Planning Office.

### Neighbourhood Network

The Neighbourhood Network is a group of interested residents from the surrounding neighbourhoods who meet regularly with the Campus Planning Office for updates and discussion around issues of interim Southwood use and maintenance, general campus planning issues, and Visionary (re)Generation planning matters. Participation is open to



any interested residents of the surrounding neighbourhoods. Feedback heard from these discussions was included in the engagement summaries sent to the planning consultant team to inform the drafting of the document.

### Working Groups and Committees

Regular meetings took place with the Planning Working Group, Energy & Performance Management Group, Indigenous Subcommittee, and Indigenous Advisory Committee. Meetings were structured to provide updates on the plans and designs, and open them up to comment and critique, which was then taken into account in the subsequent planning and design work. Students, staff, faculty, and community members were all represented within these groups, along with experts in various fields from Manitoba Hydro, the City of Winnipeg, and the Province of Manitoba.

### Administrative and Academic Bodies

Quarterly plan updates were made to the University's Campus Planning and Design Committee, who provided comments on the plans and concepts as they evolved, including the draft of the plan document. Presentations on the pre-document concept plan were made to the Senate Planning & Priorities Committee, Senate, and Board of Governors. The final version of the document was also presented to these bodies for approval.

### Collaboration with Indigenous Peoples

The Open International Design Competition established that Indigenous cultures must be celebrated and visible in plans and designs developed through the Visionary (re)Generation process. Following discussions with Indigenous leaders and staff at the University, a number of engagement events were planned and held at the University of Manitoba's Migizii Agamik – Bald Eagle Lodge. In November 2014 the University's first Indigenous urban design symposium, "Coming to a Common Place: Indigenous Peoples and Urban Design," was held at the Fort Garry campus. The international event recommended that Indigenous voices help guide the creation of Indigenous design principles that can be used to transform the campus. This recommendation led to the creation of Visionary (re)Generation Indigenous



Subcommittee and Advisory Committee, who have worked collaboratively to establish five Indigenous design principles that are integral to the Master Plan. These groups also reviewed and gave feedback on designs in the Master Plan itself.



# SUMMARY OF EVENTS & MEETINGS

The following is a summary of the events and meetings that were part of the planning process.

## Events (8)

- Community Engagement Fair at Fort Garry Campus – University Centre (March 25-26, 2014)
- Open House at Fort Garry Campus – University Centre (October 14-15, 2014)
- Open House at Pembina Trails Library (October 21, 2014)
- Open House at Migizii Agamik - Bald Eagle Lodge (October 23, 2014)
- Coming to a Common Place: Indigenous Peoples and Urban Design Symposium (November 18-19, 2014)
- Open House at Fort Garry Campus – Engineering Atrium (March 26, 2015)
- Open House at U of M William Norrie Centre (April 7, 2015)
- Open House at Pembina Trails Library (April 13, 2015)

## Community Conversations (15)

- University of Manitoba Students' Union (February 27, 2014)
- University of Manitoba Student Advocacy and Accessibility / Playcare (March 13, 2014)
- Manitoba Greek Council (March 18, 2014)
- University of Manitoba Graduate Students' Association (March 24, 2014)
- Faculty of Kinesiology and Recreation Management (April 8, 2014)



- Neighbourhood residents (August 5, 2014)
- University of Manitoba Students' Union executive (August 11, 2014)
- University of Manitoba Ancillary Services (August 12, 2014)
- University of Manitoba Graduate Students' Association (September 11, 2014)
- Active Transportation Advocates (September 22, 2014)
- University of Manitoba Sustainability Committee (September 23, 2014)
- University of Manitoba College Administrators (October 1, 2014)
- Promoting Aboriginal Community Together - PACT (October 21, 2014)
- Indigenous students (November 3, 2014)
- University of Manitoba International Centre for Students (January 14, 2015)

### Neighbourhood Network Meetings (6)

- November 5, 2013
- February 12, 2014
- August 27, 2014
- November 5, 2014
- March 18, 2015
- September 29, 2015



### Planning Working Group (6)

- February 12, 2014
- August 27, 2014
- September 26, 2014
- November 5, 2014
- December 2, 2014
- March 12, 2015



### Energy & Sustainability Project Management Group (3)

- February 12, 2014

- November 5, 2014
- September 15, 2015

#### Indigenous Advisory Committee (2)

- June 25, 2015
- September 16, 2015

#### Indigenous Subcommittee (7)

- March 18, 2015
- April 8, 2015
- April 22, 2015
- May 6, 2015
- May 20, 2015
- June 23, 2015
- September 16, 2015

#### Campus Planning & Design Committee (7)

- March 11, 2014
- June 2, 2014
- September 26, 2014



- December 12, 2014
- March 12, 2015
- June 2, 2015
- December 10, 2015

### Senate Planning & Priorities Committee

- Presentation of the Plan for information (April 27, 2015)

### Senate

- Presentation of the Plan for information (June 24, 2015)

### Board of Governors

- Presentation of the Plan for information (June 23, 2015)

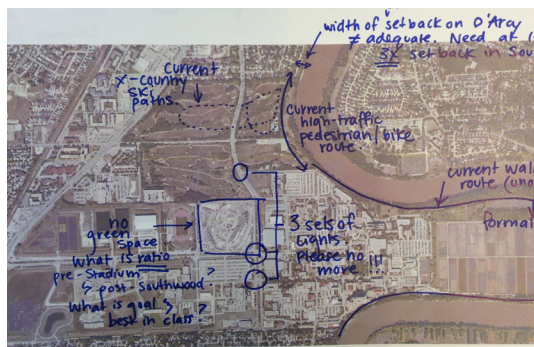
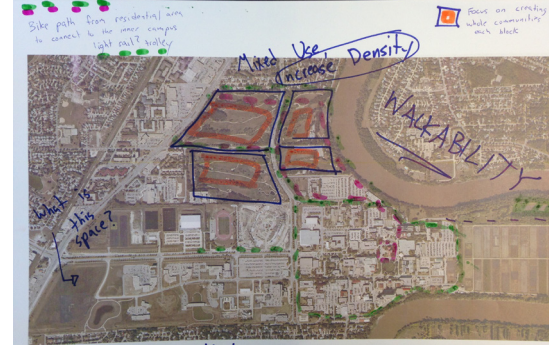
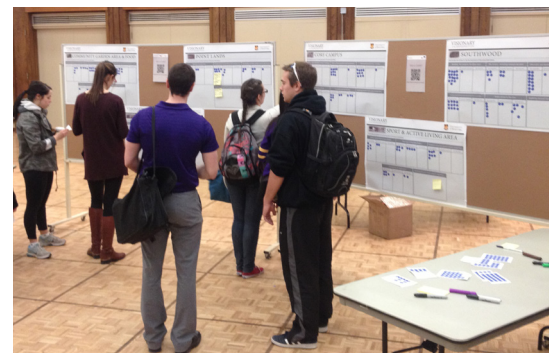
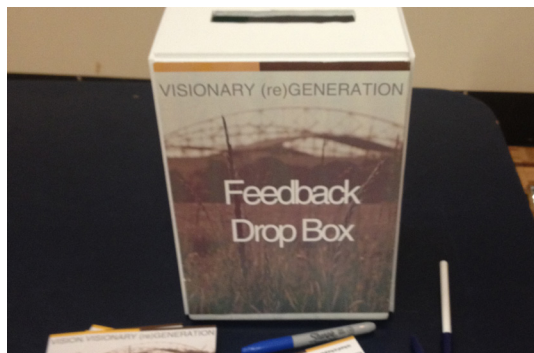




# WHAT WE HEARD

## Listening and Responding to Feedback

Feedback heard during the three engagement loops was tracked, tabulated, and summarized by the Campus Planning Office, and then forwarded to the planning consultant team at the conclusion of each loop. A similar summary of Indigenous engagement feedback was also sent to the team to be integrated into the document. A wide range of ideas was heard, and recurring themes began to develop. The following table outlines the major and recurring themes that emerged from the engagement process, and how the Visionary (re)Generation Master Plan responds to these issues.



Specific Suggestions & Concerns	How the Plan Responds
<b>Green Space &amp; Open Space</b>	
<ul style="list-style-type: none"> <li>• Welcoming and inclusive gathering spaces are important.</li> <li>• The preservation of green spaces on campus and in Southwood is of high importance.</li> <li>• The integration of food production and local agriculture should be considered in green space development.</li> <li>• Green space for future residential development is essential.</li> <li>• Quiet 'natural' places like areas along the river, and access to view of water, are important.</li> </ul>	<ul style="list-style-type: none"> <li>• Open space framework contains a diversity of green/ open space types, many of which exist on campus already.</li> <li>• Open/green space types range from quiet, natural areas to courtyards and busy social spaces.</li> <li>• Riverside landscape area is highlighted for protection and conservation, with low-impact trails and opportunities for engagement with nature and the river.</li> <li>• Substantial green spaces are integrated into proposed new development.</li> <li>• Food production encouraged for several of the open space types, and proposed throughout the campus.</li> </ul>
<b>Housing</b>	
<ul style="list-style-type: none"> <li>• An increase in student housing is needed and desired.</li> <li>• A diverse range of housing options is essential, particularly for Indigenous, graduate, and international students. This includes more flexible types of housing for graduate students.</li> <li>• More housing opportunities are needed for students to live on campus.</li> <li>• A variety of housing types in Southwood is important, including options for students, young professionals and families, faculty and staff, and seniors.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan provides general vision for Southwood including a diversity of housing types for a range of incomes and stages of life. Detail and authority for development in Southwood will be in another document – the Southwood Local Area Plan (required by the City).</li> <li>• Land use concept outlines areas on campus for potential new student residence buildings.</li> <li>• Mixed-use development a key feature of the Plan – having services, food options, and commercial amenities integrated with residential development.</li> </ul>
<b>Ecology &amp; Environment</b>	
<ul style="list-style-type: none"> <li>• Establishing and preserving a strong connection to the land and natural spaces should be a priority.</li> <li>• Public accessibility to natural areas should be balanced with preservation.</li> <li>• Ecological sensitivity and preservation of trees is important, particularly along the river.</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Planning and Design Principles, open space framework, and 'campus in a green setting' concept point to importance of access to natural areas.</li> <li>• Riverside landscape area highlighted for protection and conservation, with low-impact trails and opportunities for engagement with nature and the river.</li> <li>• Open/green space types range from quiet, natural areas to courtyards and busy social spaces. The naturalization of opens spaces is encouraged wherever possible.</li> <li>• The Plan's approach to campus streets encourages additional tree planting, and sees streets as opportunities for low-impact stormwater management.</li> </ul>

Specific Suggestions & Concerns	How the Plan Responds
<b>Indigenizing the Campus</b>	
<ul style="list-style-type: none"> <li>• More inclusion of Indigenous peoples and voices needed in the planning process.</li> <li>• Indigenous design principles should be implemented to elicit a sense of belonging in built form, and for future campus development.</li> <li>• An inclusive, open, respectful partnership in planning processes where Indigenous peoples have an equal say is essential.</li> <li>• Ceremonial space on campus is very important (sweat lodge, feast/gathering space, medicine garden, quiet place by the river).</li> <li>• Consideration should be given to how campus places and spaces are named; names that reflect the Indigenous history and cultures of the area are important.</li> </ul>	<ul style="list-style-type: none"> <li>• Although Indigenous stakeholders were engaged in the process from the beginning, an Indigenous Advisory Committee and Subcommittee were formed to guide the planning process at a higher and more involved level.</li> <li>• Indigenous planning and design principles are a prominent and crucial component of the Plan, and can help guide the implementation of campus projects.</li> <li>• An Indigenous stakeholder presence will continue to be a guiding force in implementing the principles.</li> <li>• The Plan's concept of connected open and social gathering spaces, and of Indigenous "campus hearts" for social gathering, provides a flexible framework for culturally relevant social spaces to be developed.</li> <li>• Place-naming is an important part of the Indigenous planning and design principles, and the Plan encourages campus place-naming that reflects its pre-colonial history.</li> <li>• The Plan highlights 'indigenizing the campus' as one of its major drivers.</li> </ul>
<b>Active Transportation (AT)</b>	
<ul style="list-style-type: none"> <li>• Ensure strong active AT connectivity through Southwood into the core campus.</li> <li>• Pedestrian and cycling networks should be conscious of our winter climate, and accessible in winter.</li> <li>• Active transportation in Southwood is an important feature.</li> <li>• More could be done to prioritize cycling and ensure cyclist safety.</li> <li>• The campus should be very accessible by active transportation (with good connections within campus as well).</li> </ul>	<ul style="list-style-type: none"> <li>• The Plan contains proposed cycling and pedestrian networks, which include descriptions of route and facility types for cycling infrastructure (through both Southwood and the campus, although the planning authority for Southwood will be the Local Area Plan document).</li> <li>• Overall the Plan is very pedestrian-focused, emphasizing a campus that is walkable and enjoyable to experience for people of all ages and abilities.</li> <li>• Special attention is paid to pedestrian connectivity in the Core Campus area, building on the routes already used there and reflecting the complex and numerous ways people get around campus.</li> <li>• Major intent of Plan is to support a shift in transportation modes toward more walking, cycling, and transit.</li> </ul>

Specific Suggestions & Concerns	How the Plan Responds
<b>Public Transit</b>	
<ul style="list-style-type: none"> <li>• Bus Rapid Transit (BRT) service to the campus would be an asset.</li> <li>• The campus should be increasingly well serviced by transit.</li> <li>• Sidney Smith Street in the core campus would be an ideal future transit route.</li> <li>• Safety issues raised over transit and pedestrian interactions at the Dafoe station near the Duckworth quadrangle.</li> <li>• Neighbourhood concerns have been raised regarding the BRT staging area at Investors Group Field (size, lighting, location).</li> </ul>	<ul style="list-style-type: none"> <li>• Plan integrates the City's Rapid Transit plans for Phase 2 of the Southwest Rapid Transitway, bringing Rapid Transit routes into the heart of campus.</li> <li>• Sidney Smith proposed as a new transit and pedestrian-oriented campus street, connecting to Dafoe Road.</li> <li>• Transit will continue into the heart of campus near the Quad and Tache Hall with direct, two-way traffic along Dafoe. A bus waiting area will be constructed at the end of Dafoe as part of the City's BRT project, for busses to wait before starting their routes. This will prevent busses from waiting and idling in front of the Quad and Tache Hall for long periods of time.</li> <li>• Transit stops on Dafoe near the Quad will be enhanced as part of the City's BRT project.</li> <li>• More detailed street and bus stop design is of utmost importance on Dafoe Road to ensure comfort and safety for pedestrians along with convenient transit access.</li> <li>• City of Winnipeg has been engaging with U of M and nearby residents to address concerns related to City's proposed bus staging area north of Investors Group Field.</li> <li>• Once Rapid Transit busses enter the campus, they will travel as they do now: in mixed traffic at slower speeds, providing neighbourhood-scale service.</li> </ul>
<b>General Transportation &amp; Parking</b>	
<ul style="list-style-type: none"> <li>• Questions raised over how to address parking, particularly as the plan proposes development on surface lots.</li> <li>• A comprehensive strategy should be developed for dealing with parking.</li> <li>• Structured parking should be considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan recommends several strategies to deal with campus parking and overall transportation demand, including reallocation of spaces lost from first-phase development to underutilized lots; parkade development when necessary; exploring paid on-street parking on campus; exploring off-campus park-and-ride possibilities; and optimizing class scheduling to avoid peak-hour parking congestion.</li> <li>• Further work on transportation demand strategies will be led by the Office of Sustainability with support from the Visionary (re)Generation Master Plan.</li> <li>• Any new development on existing parking lots in early phases will be incremental to allow for re-allocation of lost stalls to other campus lots.</li> </ul>



Specific Suggestions & Concerns	How the Plan Responds
<b>Built Form</b>	
<ul style="list-style-type: none"> <li>• Strong support for the creation of a dense, pedestrian oriented, and bike-friendly campus with a greater mix of uses.</li> <li>• There should be a commitment to human-scale design.</li> <li>• Sustainable initiatives should be pursued for buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• The Plan is built on the idea of encouraging a 'complete community' – one that is compact, highly pedestrian-friendly, with residential and commercial options within walking distance.</li> <li>• The phasing strategy proposes new early development to take place on or adjacent to the core campus, building on where the density and activity currently is.</li> <li>• Human-scale built form is important in the Plan: general heights for new buildings proposed are largely mid-rise (4-8 stories), with a small amount of taller buildings contemplated.</li> <li>• The Plan supports initiatives of the U of M's Office of Sustainability, including renewing policy around green buildings for the campus.</li> </ul>
<b>Sustainability &amp; Education</b>	
<ul style="list-style-type: none"> <li>• Spaces for, and approaches to outdoor and hands-on sustainability learning should be encouraged.</li> <li>• The idea of the campus as a 'living lab' for sustainability-related research, education, planning, and design is strongly supported.</li> </ul>	<ul style="list-style-type: none"> <li>• The Plan's open space framework includes recommendations for hands-on outdoor learning opportunities, and public access to natural areas on campus as educational opportunities.</li> <li>• The Plan also provides a flexible framework for 'living lab' research projects focused on the campus, through the Office of Sustainability.</li> </ul>

# MOVING FORWARD

## A Living Document

The Visionary (re)Generation Master Plan is seen as a ‘living document;’ it is not a static blueprint for new buildings but rather a flexible framework for decision-making at the Fort Garry campus. As such, continued community engagement will be integral to its implementation. The Plan will figure prominently in the University’s planning processes, alongside the Strategic Plan, Capital Plan, and Sustainability Strategy. It will be referred to throughout all development planning and design processes at the Fort Garry campus, and will help guide decisions regarding the physical form and ongoing management of the campus. The Plan will also be widely distributed and communicated to staff, faculty, students, and University administrators.

Procedures will be established to ensure the Plan is followed, effective, and regularly monitored. Procedures will include:

- Annual reporting on the Plan’s implementation.
- Establishment of metrics to measure the success of Plan implementation (including certain performance metrics outlined in the University’s Sustainability Strategy, which can be applied to measurement of the Master Plan).
- Comprehensive Plan review every ten years, including broad engagement and consultation.



# APPENDIX: UNIVERSITY & PROJECT COMMITTEES

## University Committees

### Campus Planning & Design Committee

**Trust Beta**, Professor, Faculty of Agriculture & Food Science  
**James Blatz**, Associate Vice-President (Partnerships)  
**Patricia Bovey**, Chair, Board of Governors  
**Diana Brydon**, Professor, English Film & Theatre (Faculty of Arts)  
**David Collins**, Vice-Provost (Integrated Planning and Academic Programs)  
**Kristopher Dick**, Associate Professor, Biosystems Engineering (Faculty of Engineering)  
**Ada Ducas**, Chair, Senate Planning and Priorities Committee  
**Rejeanne Dupuis**, Director (Acting), Campus Planning Office  
**Susan Gottheil**, Vice-Provost (Students)  
**Ian Hall**, Director, Office of Sustainability  
**Jonathan Hildebrand**, Planner, Campus Planning Office  
**Kristina Hunter**, Instructor, Environment & Geography (Environment, Earth & Resources)  
**Digvir Jayas**, Vice-President (Research and International)  
**John Kearsley**, Vice-President (External)  
**Joanne Keselman**, Vice-President (Academic) & Provost  
**Jaret Klymchuk**, Asst. Director, Architectural Services, Physical Plant  
**Paul Kochan**, Vice-President (Administration) (Past)  
**Andrew Konowalchuk**, Associate Vice-President (Administration)  
**Jeremiah Kopp**, President, University of Manitoba Students' Association  
**Kristjan Mann**, President, University of Manitoba Graduate Students' Association  
**Neil Marnoch**, Director, Registrar's Office  
**Richard Milgrom**, Associate Professor, City Planning (Faculty of Architecture)  
**Jeanette Montufar**, Professor, Civil Engineering (Faculty of Engineering)  
**Larry Paskaruk**, Director, Property Development and Management, Smartpark  
**Brian Postl**, Dean, Faculty of Health Sciences  
**Valerie Shantz**, Director, Integrated/Strategic Planning, Office of VP Academic & Provost  
**John Sinclair**, Chair, Sustainability Committee  
**Ralph Stern**, Professor, Faculty of Architecture  
**Alan Tate**, Head, Landscape Architecture (Faculty of Architecture)  
**Maria Verdun**, Space Planner, Campus Planning Office  
**Lori Kroeger**, Office Assistant, Campus Planning Office (Committee Support)

### Sustainability Committee

**Enoch A-iyeh**, Vice-President External, U of M Graduate Students' Association  
**Anders Annell**, U of M Recycling & Environmental Group  
**Rod Berscheid**, Director, Operations & Maintenance, Physical Plant  
**Thomas Blumer**, General Manager, U of M Students' Union  
**Rejeanne Dupuis**, Director (Acting), Campus Planning Office  
**Ian Hall**, Director, Office of Sustainability  
**Kristina Hunter**, Instructor, Environment & Geography (Faculty of Environment, Earth & Resources)  
**Asitwa Thapa**, Vice-President External, U of M Students' Union  
**David VanVliet**, Associate Professor, City Planning (Faculty of Architecture)  
**Monique Whitehill**, Manager, IT Procurement

## Visionary (re)Generation Project Groups

### Planning Working Group

**Tom Akerstream**, Manager, Corporate Facilities, MB Hydro  
**Rob Armstrong**, Manager, Customer Engineering Services, Manitoba Hydro  
**Rejeanne Dupuis**, Director (Acting), Campus Planning Office, U of M  
**Luis Escobar**, Transportation Manager, City of Winnipeg  
**Shelagh Graham**, Health Built Environment Specialist, Winnipeg Regional Health Authority  
**Ian Hall**, Director, Office of Sustainability, U of M  
**Jay Johnson**, Associate Professor, Faculty of Kinesiology & Recreation Management, U of M  
**John Kiernan**, Director, Planning & Property Development, City of Winnipeg  
**Andrew Konowalchuk**, Associate Vice-President (Administration), U of M  
**Ovide Mercredi**, Senior Advisor (Past), U of M  
**Richard Milgrom**, Associate Professor, City Planning (Faculty of Architecture), U of M  
**Jeannette Montufar**, Associate Professor, Civil Engineering (Faculty of Engineering), U of M  
**Larry Paskaruk**, Director, Smartpark, U of M  
**Bjorn Radstrom**, Manager, Transit Service Development, City of Winnipeg  
**Brett Shenback**, Principal Planner (Plan Implementation), City of Winnipeg  
**John Sinclair** or Designate, Sustainability Committee, U of M  
**Ralph Stern**, Professor, Faculty of Architecture, U of M  
**Alan Tate**, Head, Landscape Architecture (Faculty of Architecture), U of M  
**Charlie Thomsen**, U of M Retirees Association, Professor Emeritus (Landscape Architecture)

## Energy & Sustainability Performance Management Subcommittee

**Rob Armstrong**, Manager, Customer Engineering Services, Manitoba Hydro  
**Anders Annell**, UMREG Coordinator, UMSU, U of M  
**Rod Berscheid**, Director, Operations & Maintenance, Physical Plant, U of M  
**Neil Cunningham**, Director, Climate Change Branch, Province of Manitoba  
**Mike Ferley**, Manager, Engineering Services, Physical Plant, U of M  
**Ian Hall**, Director, Office of Sustainability, U of M  
**Jonathan Hildebrand**, Planner, Campus Planning Office, U of M  
**Sean Madden**, Community Climate Change Coordinator (Past), City of Winnipeg  
**John Sinclair**, Professor, Natural Resources Institute, U of M  
**Irv Slike**, Environmental Engineer, Solid Waste Services, City of Winnipeg  
**Melissa Gayle Smith**, Office Assistant, Office of Sustainability, U of M

## Indigenous Advisory Committee

**Elder Harry Bone**, Elders Council, Assembly of Manitoba Chiefs  
**Lucille Bruce**, Housing First Aboriginal Advisor, Mental Health Commission of Canada  
**Tina Keeper**, President, Kistikan Pictures Inc.  
**Elder Norman Meade**, Elder-in-Residence, U of M  
**Michael Robertson**, Partner, Cibinel Architects Ltd. (Planning Consultant Team)  
**Leslie Spillett**, Executive Director, Ka Ni Kanichihk Inc.  
**Doris Young**, Advisor to the President on Aboriginal Affairs, University College of the North  
**James B. Wilson**, Commissioner (Past), Treaty Relations Commission of Manitoba

## Indigenous Subcommittee

**Ryan Gorrie**, Associate, ft3 Architecture Landscape Interior Design  
**Naithan Legace**, President (Past), U of M Aboriginal Students Association  
**Ovide Mercredi**, Senior Advisor (Past), U of M  
**Ry Moran**, Director, National Centre for Truth & Reconciliation  
**Michael Robertson**, Partner, Cibinel Architects Ltd. (Planning Consultant Team)  
**Destiny Seymour**, Interior Designer, Prairie Architects Inc.  
**Niigaanwewidam James Sinclair**, Assistant Professor / Acting Head, Native Studies, U of M  
**Carl Stone**, Advisor, Indigenous Student Centre, U of M  
**Deborah Young**, Executive Lead, Indigenous Achievement (Past), U of M