

2025 – 2027  
Indigenous  
Reconciliation  
Action Plan



## Artist Statement

Dear reader,

I hope these art pieces inspire you to pause and reflect on nature. They are a reminder that our world is deeply rooted in connection, stories within stories, patience, and community Lessons that animals teach us if we take the time to truly appreciate what makes each of them unique.

My name is August Swinson. I am from the Mississaugas of Scugog Island First Nation.

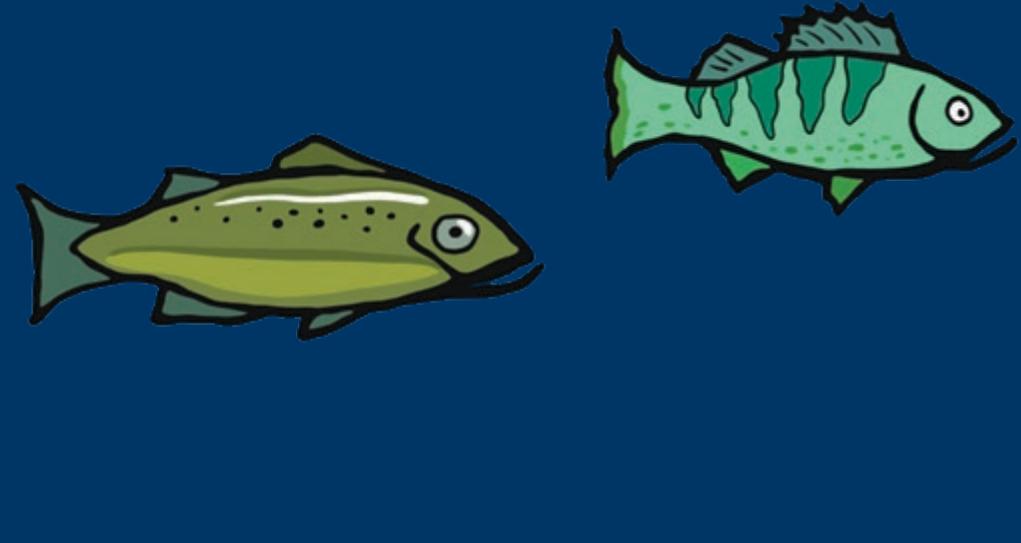
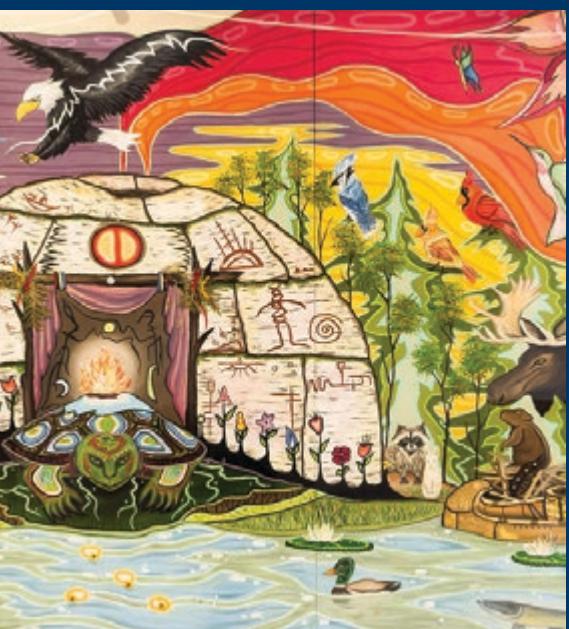
These art pieces are more than just visual expressions; they embody the principles of patience, precision, humility, and strength, qualities that animals possess and gift to us if we take the time to respect and appreciate them.

Working with the team at Northcrest I can see their commitment to engaging with communities and walking alongside Indigenous Peoples, organizations, and businesses in a manner that is authentic and respectful, actions that are critical to long-term relationship building. This ongoing commitment is essential for walking together with Indigenous Peoples in the spirit of reconciliation.

Thanks,  
August

## Land Acknowledgement

The lands known as YZD, formerly the Downsview Airport, are part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, signatories of Mississauga Treaty 13 (1805) and Host First Nation to the YZD redevelopment. These lands have also been the traditional homelands of the Huron-Wendat and the Haudenosaunee peoples. Northcrest Developments is committed to the wise stewardship of this site and to meaningful engagement and partnership with Indigenous Peoples, as we strive to shape communities welcoming to all.



## A Message from Derek Goring

### Chief Executive Officer

At Northcrest, Responsible Development is more than a principle—it is the foundation of everything we do. We believe that development can and should deliver lasting, positive outcomes for people, communities, and the environment.

Our commitment is to build in a way that strengthens climate resilience, enhances the natural environment, and creates opportunities for diverse groups to thrive. By working in close partnership with local communities, Indigenous Peoples, industry leaders, and the non-profit sector, we are shaping a vision for neighbourhoods that are sustainable, healthy, and inclusive.

A central part of this work is our ongoing journey of reconciliation with Indigenous Peoples. Guided by a deep-rooted belief in social, economic, and environmental responsibility, we have taken an important step forward through the creation of our first Indigenous Reconciliation Action Plan (IRAP).

This plan reflects our commitment to the Indigenous teaching of "doing things in a good way." It marks a moment in time—acknowledging the steps we have already taken, setting a benchmark for progress, and holding ourselves accountable for the future.

## A Message from Chris Eby

### Executive Vice-President, Corporate & Public Affairs

The truth part of Truth & Reconciliation is often overlooked in discussions around Indigenous relations, looking prematurely towards advancing business priorities. But the word very purposefully comes first, as it provides the historical and contextual 'why' behind the work organizations like Northcrest are looking to do.

Indigenous history was not something I learned in school and only through our reconciliation process at Northcrest have my colleagues and I begun to scratch the surface on Indigenous Peoples' often traumatic history in this country. It has been an eye-opening and often challenging experience, but one that I am grateful to have been a part of since 2019. From our first meetings with YZD's rights-holders, to the signing of a first-of-its-kind Memorandum of Understanding (MOU) with the Mississaugas of the Credit First Nation, I am proud of the progress we have made so far and look forward to continuing our corporate reconciliation journey through this IRAP.

Left to right: Mississaugas of the Credit Elder Mark Sault; Mississaugas of the Credit Birch Bark Canoe "The Gathering in Place" by Cathie Jamieson; "The Turtle & the Traveler" by Chris & Greg Mitchell; Trophic Design at the YZD Indigenous Hub; Drummers at the ULI Shared Path launch event.

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# Introduction

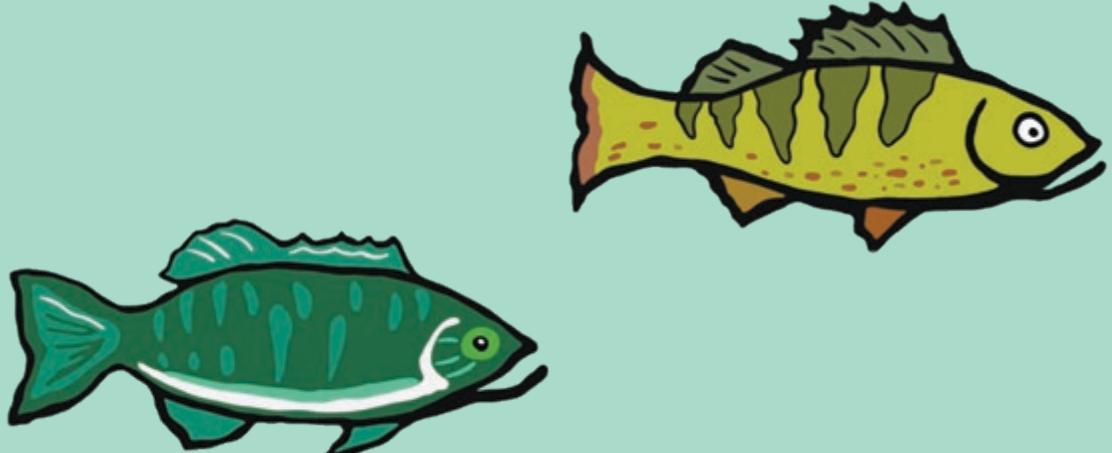
While Northcrest has been engaged with the Treaty holders and First Nations rights-holders at YZD for many years, this IRAP represents an important step in integrating the many programs and activities that Northcrest has developed in collaboration with Indigenous Peoples into a central, comprehensive strategy aimed at delivering tangible outcomes. It serves as a tool to enhance our efforts toward reconciliation, enabling effective implementation, continuous monitoring and the flexibility to adapt as needed. Importantly, this IRAP will complement and strengthen our existing efforts and partnerships, providing opportunities to learn, adapt and leverage successful approaches at YZD and on reserve.

Reconciliation demands a deliberate, sustained effort toward responsible and respectful development practices. This effort will be guided by the pillars and commitments outlined in this IRAP.

Dakota & Mississauga Nations performer Amy Moore Myran at YZD's Solar Eclipse event



Trophic Design waters plants at the YZD Indigenous Hub



## Our Vision for Truth and Reconciliation

Northcrest's vision for Truth and Reconciliation revolves around contributing to meaningful societal change grounded in truth and reciprocity. Our primary commitment is to support the sustainable self-reliance of rights-holding First Nations and urban Indigenous people in the geographic area where we operate. We do this by creating lasting opportunities for engagement, placekeeping, education, and contributing to Indigenous social and economic well-being.

In addition, we emphasize the importance of relationship-building directly with Indigenous Peoples. Internally, we aspire to nurture a culture where every employee recognizes the importance of cultivating mutually beneficial relationships with Indigenous Peoples.

To ensure this IRAP remains relevant and effective over the entire 30-year YZD project, we will continue our dialogue and engagement with rights-holding First Nations and urban Indigenous communities through the entirety of the YZD

development project. We value meaningful collaboration, agility and responsiveness, adjusting our actions to evolving circumstances and needs. This commitment ensures that our journey towards Truth and Reconciliation remains agile, reflecting an ever-changing economic and geopolitical landscape, evolving with the priorities of the Indigenous Peoples and communities with whom we proudly collaborate.

All our commitments and actions must be grounded in both the understanding and acceptance of truth from the perspectives of First Nations, Métis, and Inuit. This means that the exploration of Truth must come before Reconciliation and requires a continuous journey of learning, collaboration and reciprocity with Indigenous Peoples.

Our commitment to Indigenous Peoples, both in YZD's past, present and future, forms the foundation upon which we build new actions and continue our journey toward Truth and Reconciliation.

# Where We Are Now

Northcrest has been meeting with Treaty and Rights-Holders in the Toronto Region since the early stages of our consultation process and began investing time and resources into ensuring that relationship building was done meaningfully and respectfully.



Traditional ceremonial set up for Northcrest's Truth & Reconciliation Cultural Competency Training

## Accomplishments, Investments and Agreements

### ORGANIZATIONAL

- Mandatory, annual all-staff Truth & Reconciliation cultural competency training, including corporate field trips to First Nations communities.
- Retention of an Indigenous relations advisory firm.
- Five-year partnership agreement with the Downie Wenjack Fund (DWF).
- Commitment to build DWF Legacy Board Room at YZD, hiring Indigenous designer and artist.
- Three-year partnership agreement with Moccasin Identifier Project.
- Annual membership of Canadian Council of Indigenous Businesses.
- Member and contributor to the Urban Lands Institute's Shared Path Reconciliation program.

### FIRST NATIONS DIRECT INVESTMENT

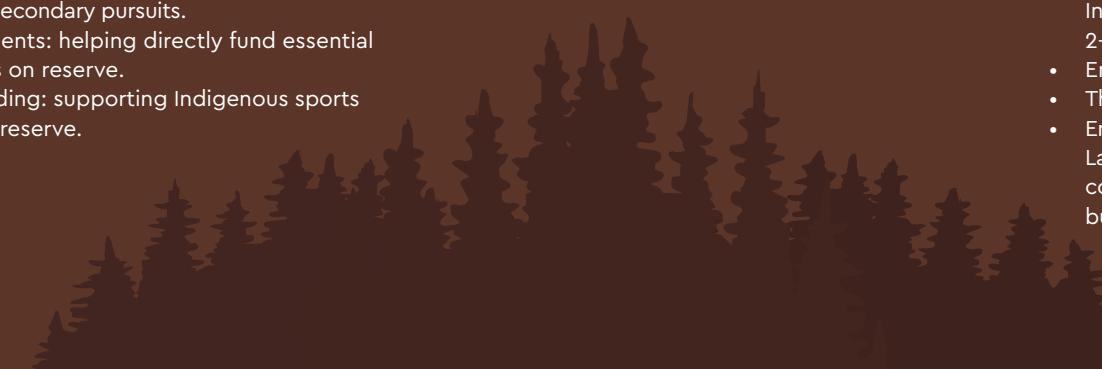
- Capacity Support: assisting with staff and resourcing costs required to participate meaningfully in discussions.
- Event Sponsorships: supporting First Nations' traditional and cultural events on-reserve.
- Education Scholarships: working with Indspire and First Nations' education departments directly to fund student's post-secondary pursuits.
- Capital Investments: helping directly fund essential capital projects on reserve.
- Recreation Funding: supporting Indigenous sports and activity on reserve.

### PROCUREMENT

- Retention of an Indigenous design firm for YZD Hangar District & Community Runway Landscape Design.
- Three-year contract for Indigenous artist in-residence.
- Retention of an Indigenous architectural firm for YZD Proposed Keele and Sheppard Community Centre architecture and design.

### PARTNERSHIP, RELATIONSHIP BUILDING & COMMUNITY ENGAGEMENT

- Memorandum of Understanding (MOU) signed in 2023 with the Mississaugas of the Credit First Nation, with focus on engagement, education, placekeeping and commercial opportunities.
- Two hundred virtual and in-person meetings with Treaty-holders, First Nations rights-holders, urban Indigenous communities including youth, Elders, 2-spirit and women.
- Environmental Assessment consultation.
- Thirty visits directly to rights-holding First Nations.
- Enhanced relationship process with Six Nations Lands and Resources established in 2024 focused on continued engagement, project-specific follow-up, business and economic opportunities.



# Our Approach

We have prioritized the active involvement of Indigenous individuals and organizations in our process. Participants were invited to provide insight into the future development of the YZD lands through virtual meetings, sharing meetings, surveys, and in-person engagement sessions on and off-reserve, laying the foundation for the pillars which emerged.

These sessions were guided by experienced Indigenous facilitators, incorporating traditional cultural protocols, including ceremonies, to ensuring a level of cultural safety for participants that would promote thoughtful and constructive dialogue. Indigenous people will also be invited to attend and provide insight through future and ongoing engagement sessions.

While years of engagement with rights-holding First Nations and urban Indigenous communities was the primary driver behind the commitments outlined in this IRAP, we also consulted guiding frameworks and reports

to ensure that this IRAP is not only rooted Truth, but in the lived experiences of those directly impacted. These frameworks and reports included:

- United Nations Declaration on the Rights of Indigenous Peoples (2007)
- Truth and Reconciliation Commission of Canada: Calls to Action (2015)

Our approach to implementing this IRAP is grounded in Indigenous values, especially the foundational values of Truth, humility and respect. While we could have committed ourselves to many more actions, we have deliberately tailored the scope in this first edition, aiming to build on successes and foster positive engagement. As we progress on this journey, we recognize that improvements may be necessary along the way, and aim to learn from experiences—both positive and negative—to further our actions.

To shape the foundation of this IRAP, we engaged with more than 150 Indigenous and non-Indigenous contributors across a 5-year span, including direct conversations with numerous Indigenous-led, Indigenous-serving organizations in Toronto.

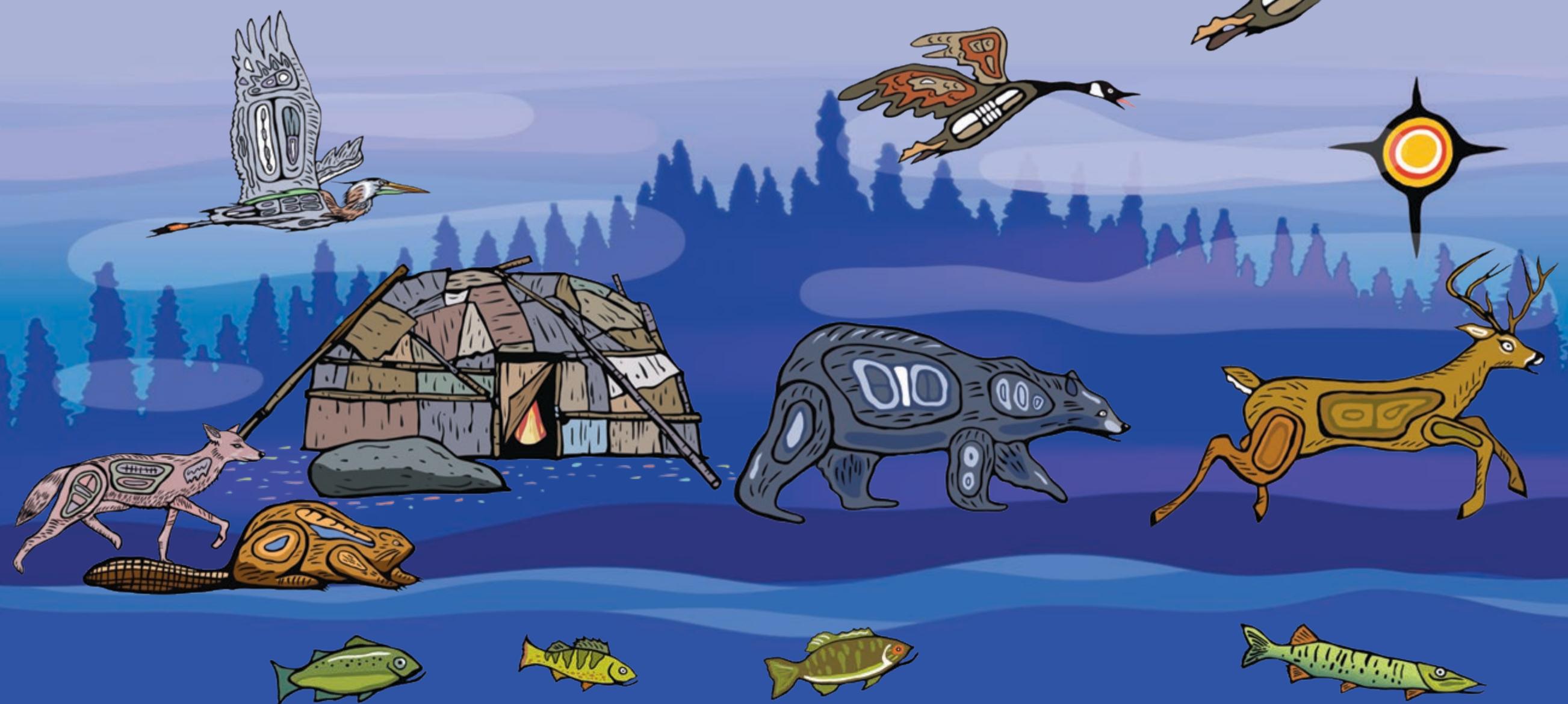


"Born in the North" Wind Rose by Chris & Greg Mitchell

# Actions & Pillars

Northcrest's IRAP is organized into five pillars capturing efforts in key areas of priority. They form the basis for our actions, which will adapt as the perspectives and needs of the First Nations and urban Indigenous communities evolve. By listening to and considering different perspectives, we strive to establish truth as the cornerstone for our reconciliation actions.

1. Leadership
2. Education
3. Community
4. Economic Development
5. Employment





## PILLAR 1

# Leadership

Integrate Indigenous perspectives into decision-making across the organization and connect reconciliation efforts across different parts of the business.

Develop a Chief Executive Officer leadership statement endorsing the objectives of Northcrest's IRAP to communicate the importance of reconciliation initiatives across the organization.

Provide all members of Northcrest's Executive Team with ongoing, Indigenous Cultural Competency Training.

Create regular opportunities for leadership teams to meet on reserve for relationship-building and learning experiences.

In consultation with Indigenous communities, **advocate for economic reconciliation** and partnership with First Nations within the real estate industry.

## PILLAR 2

# Education

Foster cultural competency development and clear communication within our workforce, build a respectful and aware workplace, and empower Indigenous individuals through education.

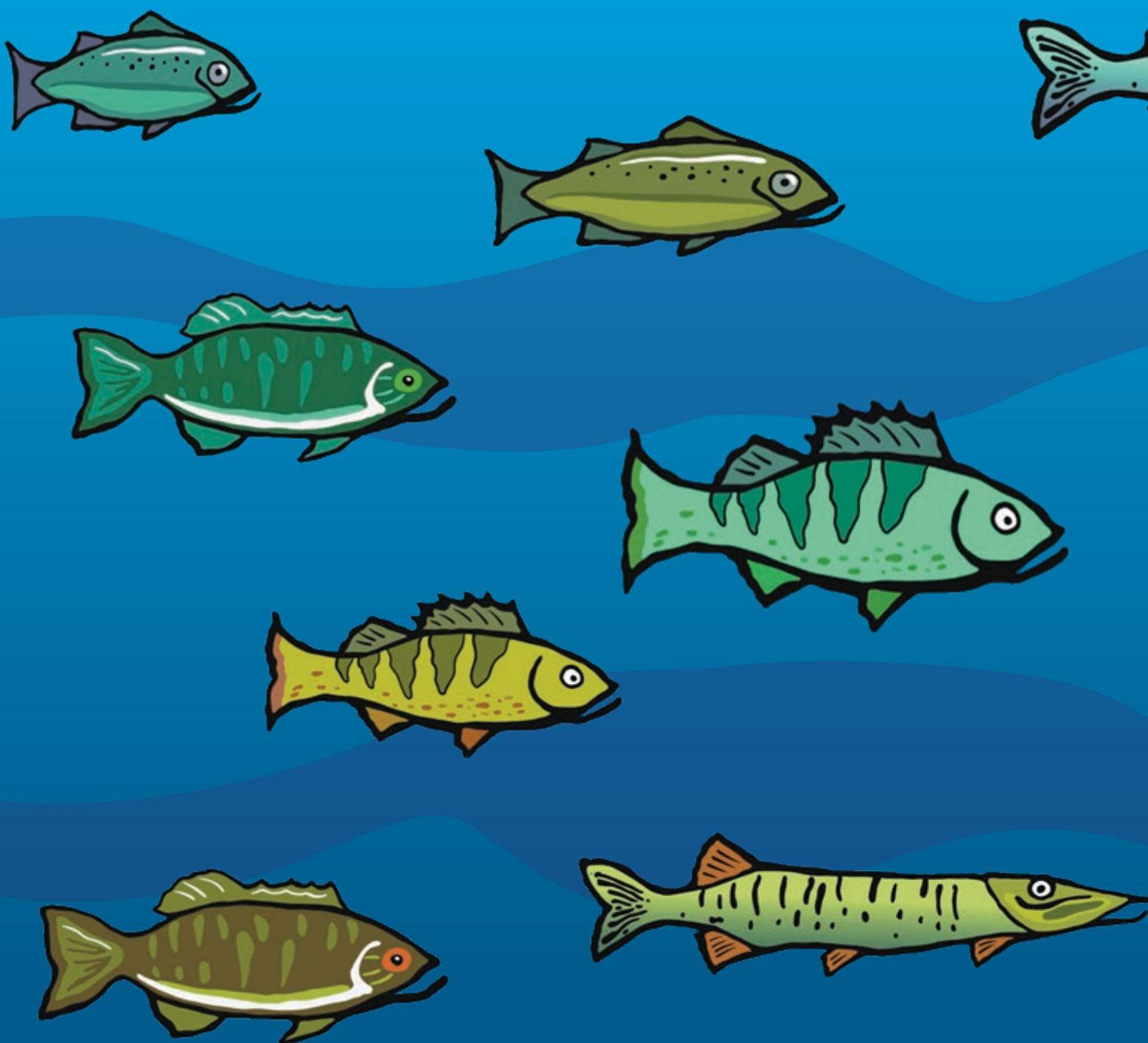
**Develop guidelines** to include meaningful and appropriate Land Acknowledgments to share Northcrest's appreciation of Indigenous stewardship, intention of conducting continued sustainable development and working responsibly with Indigenous Peoples.

**Provide Indigenous Cultural Competency Training** for Northcrest employees, specific to the Toronto Indigenous context. Track participation and completion of training and report on company-wide progress.

**Develop and implement a scholarship program** to provide financial assistance to students in rights-holding communities with a goal to assist students pursuing post-secondary education in various fields, not limited to real estate or land-use development.

**Promote and provide education on cultural days**, including the National Indigenous Peoples' Day (June 21), the National Day for Truth & Reconciliation (September 30), and National Indigenous History Month (June), that acknowledge and celebrate the diverse cultures and achievements of Indigenous Peoples where applicable.





## PILLAR 3

# Community

Work together with First Nations, and urban Indigenous communities to build trust and understanding, ensuring that their feedback on how we operate and how YZD develops is heard and considered.

**Actively engage in and support**, where appropriate, cultural and traditional Indigenous events on and off reserve, and in Toronto.

**Designate a relationship leader** within Northcrest as the primary contact for First Nations and urban Indigenous communities, to serve as a consistent conduit for First Nations governments, Indigenous-led organizations, and community members to provide feedback, ensure enquiries are addressed, and to serve as an accessible representative of Northcrest.

**Establish multiple communication channels** with First Nations and urban Indigenous communities for engagement and feedback on the IRAP, including virtual, in-person, on and off reserve.

**Include Indigenous traditional ceremonies**, like smudging or invocations to commemorate key project milestones, such as groundbreaking, site visits, signing of agreements, etc.

## PILLAR 4

# Economic Development

Identify opportunities and establish mutually beneficial relationships that prioritize Indigenous inclusion and participation in economic empowerment, while contributing to Indigenous self-determination and economic reconciliation.



**Engage directly with First Nations economic development departments and/or business development corporations, developing strong relationships and exploring opportunities for partnership and collaboration.**

**Prioritize the procurement of Indigenous-owned businesses, suppliers, artists and contractors wherever possible and appropriate through ongoing dialogue with First Nations, and business development corporations, advertising Requests for Proposals (RFPs) on Indigenous-owned newswires and other sources, and active marketing and encouragement of Indigenous economic participation.**

**Take steps towards development of a new procurement policy that gives preference through weighted competitive scoring, to Indigenous-owned businesses, joint ventures, and all responding vendors and suppliers that include or partner with First Nations businesses in their bids for YZD projects.**

**Develop a reporting system to communicate the financial benefits shared with First Nations, urban Indigenous communities, and Indigenous business with the goal of continuing and growing investment and economic benefits to First Nations and Indigenous business.**



## PILLAR 5

# Employment

Promote meaningful and sustainable employment for Indigenous Peoples at all levels.

Develop and implement Indigenous workforce development programs—including specific programs for students identified from our scholarship initiative—for potential employment, training and mentorship opportunities at YZD.

Review recruitment and employment practices to remove barriers for Indigenous community members interested in working with Northcrest, fostering a supportive, culturally safe-environment, enabling the professional growth and retention of Indigenous community members.

Identify and integrate Indigenous cultural references, language, artworks and placekeeping opportunities at sites across YZD, prioritizing Indigenous businesses, design firms and artists whenever appropriate.

# The Path Forward

As we embark on the implementation of this IRAP, we are firmly engaged in building equitable and respectful relationships with Indigenous Peoples, and we recognize the key role they have played in shaping this path forward. As we progress, we will ensure through consistent and frequent engagement that those directly affected by our initiatives can actively contribute to assessing the results of our commitments.

We are committed to transparency and will report annually on our progress. These reports will not only showcase successes but will also address the challenges faced and lessons learned, underscoring our commitment to truth, as well as open and honest dialogue.

Our path forward is not simply about meeting commitments. It is about co-creating a future where accountability, trust, and reciprocity are at the core of our journey toward reconciliation.



Smudging ceremony at YZD Experience Centre for ULI Shared Path launch

# The Scope of Northcrest's Reconciliation Action Plan

The purpose of this IRAP is to present the guidelines and measures Northcrest Developments intends to take to achieve its goals of reconciliation with Indigenous Peoples in the Treaty and Traditional Lands in which it operates. While the IRAP represents an important step in weaving various existing programs and initiatives to benefit rights-holding First Nations and urban Indigenous communities into a central, comprehensive strategy, the IRAP is not an exhaustive statement of all the measures implemented by Northcrest with regard to the economic and social well-being of Indigenous communities.

Northcrest is signatory to specific Memoranda of Understanding (MOUs) with specific First Nations, aimed, in particular, at sharing the benefits of Northcrest's YZD project. These agreements may contain guidelines and measures that differ from those identified in the IRAP. In the event of conflict between measures within an MOU and measures within the IRAP, Northcrest will give precedence to measures within the MOU.



Mississaugas of the Credit Knowledge Keeper Dan Secord



## About Northcrest Developments

Based in Toronto, Northcrest is a wholly owned subsidiary of the Public Sector Pension Investments Board (PSP), a federal Crown Corporation and one of Canada's largest pension investors. In 2018, PSP purchased the 370-acre former Downsview Airport lands from Bombardier Aerospace and established Northcrest Developments. Over the coming decades, we will transform this former airfield into a series of vibrant neighbourhoods centrally connected by a 2km pedestrian street—the reimagined former Runway.

## The Next Chapter in City-building.

The reimagining of 370 acres of land, in the heart of the fastest-growing region in North America is one of the largest urban mixed-use development opportunities in North America. The former Downsview Airport lands—known as YZD—is poised to be Toronto's leading destination for innovation and discovery, jobs, housing, parks and vibrant public spaces.