

# The Calgary Airport Authority Indigenous Reconciliation Strategy

*May 2025*

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## Land Acknowledgement

*In the spirit of respect, reciprocity, and truth, we honour our ancestors and the original caretakers of this land long before we were here. We recognize the Treaty 7 territory, home to the Blackfoot Confederacy, comprising the **Siksika, Kainai, and Piikani** First Nations, as well as the **Tsuut'ina** and the **Îethka Nakoda Wîcastabi** comprised of the **Chiniki, Bearspaw, and Goodstoney** First Nations. Additionally, the city of Calgary is shared with the **Otipemisiwak Métis Government**, encompassing the Battle River Territory, for the Calgary Nose Hill Métis **District #5** and the Calgary Elbow Métis **District #6**.*

*As one of North America's leading hubs for connectivity, The Calgary Airport Authority welcomes a global community of visitors, connecting them to nationally significant landmarks and experiences throughout the region. These include Banff National Park, the Canadian Badlands, Waterton Lakes, the Rocky Mountains, and many authentic Indigenous tourism experiences.*

*Committed to the growth and prosperity of the diverse communities on these traditional lands, The Authority supports the lives, work, and leisure of those who inhabit and visit the areas we serve.*

May 20, 2025

Dear Crew,

As the President and Chief Executive Officer of The Calgary Airport Authority, I am honoured to share our Indigenous Reconciliation Strategy. This document represents our commitment to building a more inclusive and respectful environment that honours the cultural contributions of the Indigenous peoples on whose ancestral land we operate.

Our journey towards Reconciliation is inspired by the principles outlined in national and international frameworks, including the Truth and Reconciliation Commission's (TRC) Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Through this strategy, we aim to foster meaningful relationships, promote cultural understanding, and support economic development with Indigenous communities.

I want to extend my gratitude to every Crew member who contributed their insights and perspectives during the development of this strategy. Additionally, this strategy was created with strong Indigenous input from Treaty 7, ensuring it is written by and with Indigenous leadership. Together, we will create a more inclusive and respectful organization, airport, and campus.

Sincerely,

Chris Dinsdale  
President & Chief Executive Officer

## Acknowledgements

We extend our gratitude and appreciation to the following crew members for their invaluable contributions to developing this Indigenous Reconciliation Strategy. Their participation in the interviews (see Appendix C.) and thoughtful input have been instrumental in shaping this comprehensive plan. The dedication and insights each individual provided have ensured that this strategy is thorough, meaningful, and reflective of our collective commitment to Reconciliation.

- Jocelyn Alexander - Manager of Creative Content Digital and Social Media
- Mike Anderson - Manager of Training and Standards
- Dionne Crutchley - General Manager of Terminal Operations
- Chris Dinsdale - Chief Executive Officer
- Emika Gagne - Manager of Commercial Marketing & Partnerships
- Derrick German - General Manager of Talent Programs & Learning and Development
- Conrad Gibbs - Senior Legal Counsel
- Enam Islam - General Manager of Real Estate Development
- Kirstan Jewell - Chief People & Communications Officer
- Lorne Nelson - General Manager of Supply Chain and Inventory
- Chris Niergarth - General Manager of Retail & Hospitality Development
- Jen Pon - Chief Financial Officer
- Chris Procyk - Director, Central Engine
- Natalie Tomczak - General Manager of Government & Stakeholder Relations
- Alex Sutherland - Talent Acquisition Specialist
- Harris Switzman - General Manager of Environment

We sincerely thank you for your commitment, time, and thoughtful contributions to this significant project. Your involvement has been crucial in ensuring the strategy aligns with our shared vision and values.

Additionally, we would like to honour, recognize, and thank Iowa Beebe for her work in guiding the development of this strategy. Iowa was thorough in engaging our Crew, sharing her culture and story, and helped us think about what we can do in a good way to advance reconciliation in our community. We are grateful for the tireless work she invested to build this strategy.

## Introduction

In alignment with Canada's ongoing Reconciliation efforts, this Indigenous Reconciliation Strategy aims to establish a framework for creating a respectful, inclusive, and educational environment at The Calgary International Airport (YYC) and YBW Springbank Airport (YBW). This strategy honours the seven First Nations of Treaty 7 and the Otipemisiwak Métis Government, recognizing their rich cultures, languages, and histories.

Inspired by the Truth and Reconciliation Commission of Canada's Calls to Action, particularly Call to Action 92, our goal is to foster understanding, respect, and sharing of local Indigenous cultures. This project underscores the responsibility of corporations to contribute to Reconciliation by promoting and respecting the culture of the Treaty 7 Nations and the Otipemisiwak Métis Government. We aim to deepen the appreciation of Indigenous histories and traditions by promoting these principles and advancing Reconciliation and cultural awareness.

This Indigenous Reconciliation Strategy will guide The Calgary Airport Authority (The Authority) on its path of transformation and communicate its commitment and responsibility for truth and Reconciliation. This strategy is a living document within the organization, ensuring that progress is continuously monitored, and content and direction are renewed through evaluation and evolution. We strive to create a lasting impact that aligns with our shared vision and values by focusing on the TRC's Call to Action #92, subsections II and III as identified below:

### **Call to Action #92**

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- I. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- II. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- III. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

*Truth and Reconciliation – Calls to Action, December 2015*

### **Overview of Treaty 7 Nations and Otipemisiwak Métis Government**

The Indigenous communities in the Calgary area include the cultures, languages, and histories of the Treaty 7 First Nations and the Otipemisiwak Métis Government. The local Indigenous communities include the following:

- Treaty 7 First Nations:
  - Blackfoot Confederacy Nations:
    - Blood Tribe/Kainai
    - Piikani Nation
    - Siksika Nation
  - Tsuut'ina Nation
  - Îethka Nakoda Wîcastabi:
    - Chiniki First Nation
    - Bearspaw First Nation
    - Goodstoney First Nation
- Otipemisiwak Métis Government:
  - Calgary Nose Hill Métis District #5
  - Calgary Elbow Métis District #6

Treaty 7 was entered into on September 22, 1877, was an agreement between the Crown (British and Canadian governments) and several First Nations tribes in

southern Alberta. This treaty aimed to establish a peaceful coexistence and mutual respect between the Indigenous peoples and the settlers. It laid the foundation for the relationships between these communities and the broader Canadian society, although the implementation and impact of the treaty have been complex and challenging.

The Otipemisiwak Métis Government represents the Métis people in the Calgary area, specifically in Calgary Nose Hill Métis Districts 5 and Calgary Elbow Métis District 6. The Métis are recognized as one of Canada's three distinct Indigenous peoples, with a unique culture that blends Indigenous and European heritage. The Métis in the Calgary area settled after the making of Treaty 7, seeking opportunities and a place to establish their community while contributing to the region's development.

### Statement of Commitments

In line with the Truth and Reconciliation Commission's Calls to Action, and through the development and adoption of an Indigenous Reconciliation Strategy, The Authority commits to:

1. Treating the Reconciliation process as a collective, ongoing, honest, and shared journey honouring Indigenous peoples' stories, knowledge, and traditions and renewing and developing authentic relationships with Indigenous peoples and communities.
2. Creating an airport community that is welcoming and inclusive to everyone, where Indigenous cultures and traditions are respected. This means recognizing and supporting the different ways Indigenous people understand the world, teach, learn, and share knowledge, and making sure these approaches are included in how we engage with Indigenous communities at the airport. For example, this could include incorporating Indigenous languages in signage or recognizing traditional Indigenous knowledge in environmental sustainability practices.
3. Creating and maintaining a shared, ethical space that is inclusive of Indigenous peoples' representation within the workforce.
4. Developing an airport community that understands the histories and worldviews of Indigenous peoples and the importance of connection to the land.
5. Ensuring policies, practices, and procedures support and respect Indigenous ways of doing such as, but not limited to, the introduction of an in-terminal smudging policy and a Sacred Items Handling Policy.
6. Creating space and processes for ongoing 'full circle' community engagement through dialogue with Indigenous communities.
7. Ensuring the sustainability and renewal of the Indigenous Reconciliation Strategy is inclusive and an agent of transformation for The Authority.



8. Promoting cultural awareness and sensitivity among Crew through ongoing training and educational programs.
9. Committing to exploring and creating opportunities for partnerships between Indigenous groups and The Authority. Support Indigenous-led economic initiatives and businesses that are connected to our core business (e.g. contracting, procurement) thereby fostering economic Reconciliation.
10. Regularly consulting with Indigenous communities to ensure their voices and needs are heard.
11. Collaborating with Indigenous artists and cultural practitioners to create spaces that celebrate and preserve Indigenous culture and histories.
12. Monitoring and reporting on the progress of our Reconciliation efforts to ensure transparency and foster continuous improvement.

## Comprehensive Framework

The Calgary Airport Authority Indigenous Reconciliation Strategy is guided by a comprehensive framework designed to integrate key concepts from the Truth and Reconciliation Commission of Canada's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples. This framework is structured around four pivotal areas: Education, Policy, Relationships, and Inclusivity. Each area encompasses specific goals and actions to foster Reconciliation and promote an inclusive environment. An Action Plan will be created based on the Reconciliation Strategy, actions from that plan are set to be carried out starting in 2025.

### **1. Education (Teaching, Learning, and Awareness)**

*Goal: To increase awareness and understanding of Indigenous histories, cultures, and contributions among all Authority Crew.*

- Cultural Competency Training: Implement ongoing cultural competency training programs for all employees to enhance their understanding of Indigenous cultures, histories, and perspectives.
- Educational Materials and Programs: Develop and distribute educational materials and curate experiential opportunities to Crew in collaboration with Indigenous communities to provide accurate and respectful information.
- Interactive Learning Modules: Create interactive learning modules and displays within the airport to engage guests and Crew in continuous learning about Indigenous cultures and histories through artwork and cultural displays.

### **2. Policy (Policies, Procedures, and Practices)**

*Goal: To ensure The Authority's policies and practices are inclusive, respectful, and supportive of Indigenous rights and traditions.*

- Review and Update Policies: Conduct a comprehensive review of existing policies and update them to align with the principles of Reconciliation and the TRC Calls to Action #92.
- Develop New Inclusive Policies: Update existing and create new policies that address Indigenous procurement, support Indigenous businesses, and ensure culturally appropriate practices, such as smudging and land acknowledgements.

*Strive to reflect the principles of UNDRIP in policies and procedures, fostering the rights, inclusion, and meaningful participation of Indigenous peoples.*

### **3. Relationships (Partnerships, Engagement, and Collaboration)**

*Goal: To build and maintain meaningful relationships with Indigenous communities.*

- Indigenous Advisory Committee (IAC): Establish an Indigenous Advisory Committee consisting of rights holders from the seven First Nations and one Métis government. The IAC will guide and oversee the Reconciliation efforts, ensuring ongoing dialogue and collaboration with Indigenous communities. Create an Indigenous Engagement Framework that interacts distinctly with Treaty 7 ensuring ongoing dialogue and collaboration with Indigenous communities.
- Community Engagement: Engage with local Indigenous organizations, artists, and businesses to support cultural, educational, and economic initiatives such as pop-up stores, Indigenous holiday markets, etc.
- Ongoing Engagement and Learning: When decisions may impact Indigenous communities, such as incorporating Indigenous cultural elements into the terminal, we will provide opportunities for meaningful dialogue through forums and workshops. These gatherings will foster engagement, invite feedback, and ensure that Indigenous perspectives are considered with care and respect.

*The Indigenous Advisory Committee will be crucial in advising on vital and emerging issues, providing perspectives on strategic goals and priorities, and ensuring that The Authority's initiatives align with Indigenous communities' needs and aspirations. The IAC will meet regularly and work collaboratively with The Authority to enhance cultural responsiveness, support Indigenous-led solutions, and promote sustainable economic participation and growth for Indigenous peoples.*

### **4. Inclusivity (Representation, Leadership, and Cultural Integration)**

*Goal: To create an inclusive and respectful environment that reflects the diversity of the communities The Authority, YYC and YBW serve.*

- Increase Indigenous Representation: Work toward increased Indigenous representation within The Authority workforce and leadership positions

by actively reaching out to and engaging with Indigenous communities, ensuring that we create inclusive opportunities and talent pipelines for Indigenous peoples to contribute and thrive in our organization.

- Cultural Events and Activities: Promote and support Indigenous cultural events and activities at the airport to celebrate and educate visitors about Indigenous cultures.
- Dedicated Cultural Spaces: Create and maintain dedicated spaces within the airport that honour and educate visitors about Indigenous cultures, histories, and contributions.

This comprehensive framework provides a clear and actionable roadmap for The Authority to advance its Reconciliation efforts. It focuses on practical steps and measurable outcomes, ensuring the strategy is dynamic and evolves with ongoing input and engagement from Indigenous communities. By embedding these principles into the airports' operations, The Authority aims to foster a respectful, inclusive, and educational environment for all.

## Foundations of the Strategy

The Indigenous Reconciliation Strategy is grounded in several key documents and reports, providing a pathway toward Reconciliation and concrete actions and recommendations for such a process. Summaries of the directions and lessons from these documents, including those referenced from "Principles respecting the Government of Canada's relationship with Indigenous Peoples," can be found in the Appendices and References sections.

### **Education (Teaching, Learning, and Awareness)**

This focus area emphasizes the importance of education and cultural competency in fostering Reconciliation. By integrating Indigenous knowledge, histories, and perspectives into our training and development programs, we aim to build a more informed and respectful workforce. This includes ongoing cultural sensitivity and bias training for all employees and educational initiatives highlighting the rich cultural heritage and contributions of the Indigenous communities we serve.

### **Policy (Policies, Procedures, and Practices)**

Our commitment to Reconciliation includes reviewing our policies, procedures, and practices to ensure they are inclusive, respectful, and considerate of Indigenous ways of knowing and doing. This includes developing vendor evaluation and selection criteria for Indigenous Economic Reconciliation, creating an Indigenous Advisory Committee, and implementing a comprehensive smudging policy and sacred items policy.

### **Relationships (Partnerships, Engagement, and Collaboration)**

Building and maintaining meaningful relationships with Indigenous

communities are at the heart of our Reconciliation efforts. This focus area involves proactive engagement with the seven First Nations and one Métis group at The Authority, fostering partnerships supporting cultural, educational, and economic initiatives.

The Indigenous Advisory Committee, consisting of rights holders from the seven First Nations and one Métis government, will provide guidance and input for the Reconciliation efforts. The IAC will ensure ongoing dialogue and collaboration with Indigenous communities, advise on key issues, and contribute to strategic goals and priorities.

### **Inclusivity (Representation, Leadership, and Cultural Integration)**

Our goal is to create an airport environment that is welcoming, inclusive, and reflective of the diverse communities we serve. This includes working toward increasing Indigenous representation within our workforce and leadership, promoting cultural events and activities, and fostering an inclusive and respectful workplace culture. By embedding these values into our identity and operations, we aim to set a positive example for Reconciliation and inclusion.

## **Implementation Steps**

### **Consultation and Collaboration**

Meaningful consultation and collaboration with Indigenous communities is essential to Reconciliation and respecting Indigenous rights. This includes engaging with Indigenous communities, cultural advisors, and artists to ensure the strategies and initiatives accurately reflect and honour their culture, history, and contributions. Such efforts are essential for fostering mutual respect, building trust, and ensuring the authenticity and integrity of cultural representations.

### **Design and Development**

The design and development phase will involve creating culturally appropriate and aesthetically pleasing environments that integrate Indigenous design elements. This may include working with Indigenous architects and designers to create functional spaces that respect cultural traditions. Interactive displays and digital content will be developed with Indigenous knowledge keepers and educators to provide engaging and informative content about Indigenous languages, histories, and cultures.

### **Promotion and Launch**

A comprehensive promotion strategy will be developed with Indigenous input to ensure the successful launch of the Reconciliation initiatives. This includes working with media partners, tourism organizations, and Indigenous communities to raise awareness and attract engagement with the new initiatives.

## Long-term Commitment to Reconciliation

### Monitoring and Reporting Progress

The Authority will include progress reports within the organization's annual report detailing the implementation of the Indigenous Reconciliation Strategy. These reports will include updates on key initiatives, feedback from the Indigenous Advisory Council, and metrics to assess the impact of The Authority's actions. Transparency in reporting will ensure accountability and allow for continuous improvement.

The Authority will conduct regular impact assessments to evaluate the effectiveness of its Reconciliation initiatives. These assessments will involve surveys, interviews, and focus groups with Indigenous communities. The findings will inform future actions and help The Authority adapt its strategy to meet evolving needs and challenges.

### Commitment to Continuous Improvement

The Authority will maintain a commitment to ongoing training and development for all Crew. This includes regular updates to cultural competency training programs, the introduction of new learning modules, and opportunities for Crew to participate in cultural exchange programs. By fostering a culture of continuous learning, The Authority ensures that its workforce remains informed and respectful of Indigenous cultures.

The Indigenous Reconciliation Strategy is a living document that will evolve. The Authority is committed to regularly reviewing and updating the strategy in consultation with the Indigenous Advisory Council and other rights holders as is appropriate. This adaptive approach ensures that the strategy remains relevant and effective in advancing Reconciliation.

### Conclusion

The Calgary Airport Authority Indigenous Reconciliation Strategy is a comprehensive plan to foster understanding, respect, and collaboration between Indigenous and non-Indigenous communities. By creating inclusive spaces, promoting cultural awareness, and supporting Indigenous-led initiatives, we are committed to advancing Reconciliation and building a brighter future for all.

Our strategy is informed by national and international frameworks, including the Truth and Reconciliation Commission's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples. It reflects our dedication to upholding Indigenous rights, promoting social justice, and fostering meaningful relationships with Indigenous communities. This strategy's success relies on the collective efforts of our crew and Indigenous communities. Together, we will create a legacy of Reconciliation and pave the way for future generations to thrive.

Our commitment extends beyond the immediate actions outlined in this strategy. It involves an ongoing process of learning, reflection, and adaptation. We recognize that Reconciliation is a journey, not a destination, requiring sustained effort and dedication. By embedding Reconciliation into our core values and operations, we aim to influence The Authority and the broader community we serve.

We will implement monitoring and reporting mechanisms to ensure the long-term success and sustainability of our reconciliation efforts. Regular progress reports and impact assessments will allow us to track our achievements, identify areas for improvement, and remain accountable to our commitments. These evaluations will be conducted in collaboration with the Indigenous Advisory Committee and other rights holders to ensure transparency and inclusivity.

Moreover, our strategy emphasizes the importance of cultural competency and awareness. By providing ongoing training and development opportunities for our crew, we aim to foster a workplace culture that is knowledgeable, respectful, and supportive of Indigenous peoples and their contributions. This cultural shift is essential for creating an environment where all individuals feel valued and empowered.

Economic Reconciliation is also a key focus of our strategy. By supporting Indigenous-led businesses and initiatives, we aim to contribute to Indigenous communities' economic empowerment and self-sufficiency. This includes developing procurement policies driving Indigenous vendors and creating opportunities for economic partnerships and collaborations.

In conclusion, The Calgary Airport Authority Indigenous Reconciliation Strategy represents a holistic and forward-looking approach to Reconciliation. We are committed to building bridges, fostering mutual respect, and creating a more inclusive and equitable future. Together, we can make a meaningful difference and create a lasting impact for future generations.

## References

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## Appendix A.

### Principles respecting the Government of Canada's relationship with Indigenous peoples

Source: Department of Justice Canada, 2021.



Canada



## Appendix B. Glossary of Terms

This glossary provides definitions and explanations of key terms and concepts related to Reconciliation, Indigenous rights, and cultural competency as used in The Calgary Airport Authority Indigenous Reconciliation Strategy.

<b>Term</b>	<b>Definition</b>
<b>Cultural Awareness</b>	The recognition and appreciation of the differences and similarities between cultures. It involves understanding Indigenous communities' cultural practices, traditions, and values and incorporating this understanding into daily interactions and institutional policies.
<b>Cultural Competency</b>	Cultural competency is the ability to understand, appreciate, and interact with people from cultures or belief systems different from one's own. Cultural competency training helps individuals develop skills to respect and acknowledge diverse cultural perspectives, particularly those of Indigenous communities.
<b>First Nation</b>	It is one of Canada's three recognized groups of Indigenous peoples, along with Métis and Inuit. First Nations peoples have unique cultures, languages, and traditions, and they often live in communities called reserves. They hold inherent rights and titles to their traditional territories, recognized through treaties and modern agreements.
<b>Indigenous (Canadian Context)</b>	A collective term that includes First Nations, Métis, and Inuit peoples in Canada. It acknowledges these groups' distinct cultures, languages, and histories and is used in the context of rights, Reconciliation, and recognition of their contributions and experiences.
<b>Indigenous Advisory Committee (IAC)</b>	The IAC committee comprises representatives from the seven First Nations and one Métis government at The Authority. It will provide guidance, oversight, and strategic input on Reconciliation efforts, ensuring ongoing dialogue and collaboration with Indigenous communities/groups.
<b>Indigenous Economic Reconciliation</b>	Efforts aimed at fostering economic opportunities and partnerships that benefit Indigenous communities. This includes supporting Indigenous businesses, creating procurement policies prioritizing Indigenous vendors, and promoting economic self-sufficiency among Indigenous peoples.
<b>Land Acknowledgement</b>	Land acknowledgements are formal statements that recognize the Indigenous peoples who are the traditional stewards of the land. They often mention specific Nations or groups and acknowledge their

	ongoing connection to the land. Land acknowledgements are typically localized, recognizing the history and presence of Indigenous communities in a specific place or region.
<b>Métis</b>	One of the three recognized Indigenous peoples in Canada; the Métis have a distinct culture that emerged from the intermarriage of European settlers and Indigenous peoples. They have their own unique traditions, language, and legal recognition.
<b>Reconciliation</b>	Indigenous Reconciliation is a process of addressing the historical and ongoing injustices faced by Indigenous peoples. It involves establishing respectful relationships between Indigenous and non-Indigenous peoples, recognizing Indigenous rights, and making amends for past wrongs.
<b>Rights Holders</b>	Indigenous individuals or groups who have inherent rights recognized by treaties, laws, or international declarations. Rights holders often participate in advisory committees to ensure their voices and perspectives are included in decision-making.
<b>Smudging</b>	A traditional Indigenous practice involves burning sacred herbs, such as sage or sweetgrass, to purify and cleanse spaces, individuals, and objects. Smudging is often performed during ceremonies and cultural events.
<b>Treaty (Numbered Treaties)</b>	Historical agreements between the British Crown on behalf of the Canadian government and various First Nations were signed between 1871 and 1921. These treaties, numbered 1 to 11, aimed to facilitate peaceful relations and land transactions, although the terms and implementations have often been contentious and remain subjects of ongoing negotiations and Reconciliation efforts.
<b>Truth and Reconciliation Commission (TRC)</b>	A commission was established in Canada to document the history and impacts of the residential school system on Indigenous peoples. The TRC's Calls to Action provide a framework for reconciliation efforts across various sectors, including education, health, and justice.
<b>United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)</b>	An international instrument adopted by the United Nations to protect the rights of Indigenous peoples worldwide. It outlines standards for Indigenous peoples' survival, dignity, and well-being and provides a framework for recognizing and respecting their rights.

## Appendix C.

### Interview Questions for Indigenous Reconciliation Strategy

As part of our ongoing commitment to fostering inclusivity and Reconciliation, we want to begin developing an Indigenous Reconciliation Strategy for the Calgary Airport Authority. Your insights and perspectives are invaluable in guiding this important initiative.

We invite you to participate in an interview to gather input and feedback. You and several other key individuals are invited to share your thoughts, experiences, and suggestions regarding Indigenous Reconciliation efforts within the Authority.

During the interview, we will have an informal discussion and discuss topics such as:

- Your understanding of Indigenous Reconciliation and its significance.
- Any experiences or interactions you have had with Indigenous communities or initiatives.
- Suggestions for how our organization can better support Indigenous Reconciliation efforts.
- Any ideas for specific actions or initiatives to include in our Reconciliation Strategy?

Your participation is welcome and invaluable to ensure our Reconciliation efforts are meaningful, inclusive, and effective. We greatly appreciate your input and look forward to hearing your perspectives.

*The interviews were conducted in the spring of 2024 with our Indigenous Cultural Advisor, Iowa Beebe.*