Chairs Committee Meeting

THURSDAY SEPTEMBER 27, 2018 9:00AM TO 11:00AM

WATERFRONT TORONTO

20 BAY STREET, SUITE 1310

TORONTO, ON, M5J 2N8
Meeting Book - Chairs Committee Meeting

9:00 a.m. 1. Motion to Approve Meeting Agenda Approval All
9:05 a.m. 2. Declaration of Conflicts of Interest Information All
9:10 a.m. 3. Consent Agenda Approval All
   a) Minutes of meeting held April 18, 2018
   Draft - Minutes of April 18 2018 Chairs Committee Meeting - Page 3
   b) Minutes of meeting held June 14, 2018
   Draft - Minutes of June 14 2018 Chairs Committee Meeting - Page 6
9:15 a.m. 4. Motion to go into Closed Session Approval All
Closed Session Agenda
The Committee will discuss the matters outlined in item 5 & 6 being Human Resources update and an update on the Rolling Five Year Strategic Planning Priorities as permitted by By-Law No.2 of the Corporation. The exception relied for the discussion of item 5 in Closed Session is Section 6.1.1(b) (Personal matters about an identifiable individual, including employees of the Corporation) and item 6 is Section 6.1 (1)(a) (security of the property of the Corporation) of By-Law No. 2. The Committee will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.
10:00 a.m. 7. Motion to go into Open Session Approval All
Public Session Agenda
10:05 a.m. 8. Resolutions Arising from the Closed Session (if any) Approval All
10:10 a.m. 9. Review of draft agenda for October 11 Board meeting Information H. Burstyn
   Draft - Agenda Board Meeting October 11 2018 Board Meeting - Page 10
10:20 a.m. 10. Draft Board/Committee Meeting Schedule for 2019 Information I. Beverley
   Board and Committee Meeting Calendar - Page 12
10:30 a.m. 11. Motion to Terminate the Meeting Approval All
MINUTES of the Meeting of the Chairs Committee of the
Toronto Waterfront Revitalization Corporation
20 Bay Street, Suite 1310, Toronto, Ontario
Wednesday, April 18, 2018 at 1:30 p.m. local time.

PRESENT: Helen Burstyn, Chair
Susan Henderson
Sevaun Palvetzian (via phone)
Janet Rieksts-Alderman (via phone)

ABSENT: Mazyar Mortazavi

IN ATTENDANCE Will Fleissig (President and Chief Executive Officer, Waterfront Toronto)
Marisa Piattelli (Chief Strategy Officer, Waterfront Toronto)
Meg Davis (Chief Development Officer, Waterfront Toronto)
Ian Beverley (General Counsel, Waterfront Toronto)
Kathleen Niccols (Governance Adviser, Waterfront Toronto)

Also in attendance for part of the meeting was Barry Reiter, Bennett Jones LLP.

The Chair, Helen Burstyn, took the chair and appointed Ian Beverley to act as secretary of the meeting.

With notice of the meeting having been sent to all Directors in accordance with the Corporation’s By-laws and a quorum of Directors being present, the Chair called the meeting of the Chairs Committee (the “Committee”) to order at 1:30 p.m. and declared that the meeting was duly constituted for the transaction of business.

1. Motion to Approve Agenda

Committee members requested that the Agenda be amended to include a discussion of the upcoming public announcement of the Digital Strategy Advisory Panel, and a Closed Session discussion of a conflict of interest that had been disclosed by a member of the Board of Directors.

ON MOTION duly made by Janet Rieksts-Alderman, seconded by Susan Henderson and carried, it was RESOLVED that the Agenda for the day’s meeting be approved as amended.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Consent Agenda

ON MOTION duly made by Susan Henderson, seconded by Janet Rieksts-Alderman and carried, it was RESOLVED that the Minutes of the meeting on March 12, 2018 be approved.
4. Digital Strategy Advisory Panel

The Committee discussed the public announcement of the creation of the Digital Strategy Advisory Panel, which had been provided to all Directors for their prior information before being released. As stated in the announcement, the panel had not been fully staffed and additional members were to be added in due course. Upon recommendation of the Committee, management decided to delay this announcement in order to complete the staffing of the panel, reflecting both the requisite expertise and diversity among panel members.

5. Directors, Officers, Panel Member Indemnification and Insurance

Barry Reiter joined the meeting.

Ian Beverley and Barry Reiter provided an overview of the program of directors, officers, and panel members indemnification and insurance being proposed (the Program). The Program consists of insurance coverage and individual indemnification agreements with the corporation. The level, nature and premium for the insurance coverage was presented, as well as the form of indemnification agreement, which had been reviewed and updated by Mr. Reiter.

Committee members inquired as to the process for identifying and reviewing the changes that were being recommended for the Program, and requested clarification of the coverage terms and levels, as well as how the indemnification agreements and insurance work together. Management was instructed to proceed with putting the coverage in place. Committee members were advised that the form of indemnification agreement would need to be approved by the Board, upon the recommendation of the Chairs Committee. A briefing note to support the request for Board approval was requested by the Chair.

Barry Reiter departed the meeting.

6. Quayside and IREC Committee Restructuring

The Committee revisited the concerns regarding the proposed Quayside and IREC Committee restructuring that had been raised at the Board meeting on March 29, 2018. Following discussion of these concerns, and in receipt of advice from Ian Beverley and Barry Reiter regarding proposed changes to the mandate and the independence of oversight respectively, the Committee decided to rename and restructure the proposed mandate of the new Committee, and to recommend same to the Board for approval at the meeting on May 10, 2018.

7. Draft Agenda for May 10 Board Meeting

The Committee discussed and proposed amendments to the draft agenda for the May 10, 2018 Board meeting.

8. Chairs Committee Workplan
Discussion of the Chairs Committee Workplan was deferred to a future Committee meeting. The Chair requested that management propose dates for completion of the Committee’s work.

9. **Human Resources Update**

The Chair provided information to the Committee regarding the engagement of Robin Cardozo to assist the Board with development of a governance framework.

Will Fleissig informed the Committee that Jason Ducharme of MNP LLP had begun assisting the corporation with managing the interaction among the competing work streams to be completed over the coming four to six months, and that consequently, Mr. Ducharme is no longer involved with the internal audit services being provided to the corporation by other members of his firm.

10. **Motion to go into Closed Session**

In accordance with By-Law No.2 of the Corporation and **ON MOTION** made by Janet Rieksts-Alderman, seconded by Susan Henderson and carried, the Committee **RESOLVED** to go into Closed Session to discuss a conflict of interest that had been disclosed by member of the Board of Directors. The exception to the Open Meeting Law relied on for this discussion is Section 6.1(1)(b) of By-law No. 2, Personal matters about an identifiable individual, including employees of the Corporation.

11. **Motion to go into Open Session**

**ON MOTION** made by Susan Henderson, seconded by Janet Rieksts-Alderman and carried, the Committee **RESOLVED** to go into Open Session.

12. **Resolutions Arising from the Closed Session**

There were no resolutions arising from the Closed Session.

13. **Adjournment of the Meeting**

There being no further business, **ON MOTION** duly made by Susan Henderson, seconded by Sevaun Palvetzian and carried, it was **RESOLVED** that the meeting be adjourned at 3:45 p.m. local time.

__________________________________________  __________________________________________
Chairman                                                                                     Secretary of the Meeting
MINUTES of the Meeting of the Chairs Committee of the Toronto Waterfront Revitalization Corporation
20 Bay Street, Suite 1310, Toronto, Ontario
Thursday, June 14, 2018 at 9:00 a.m. local time.

PRESENT: Helen Burstyn, Chair
Susan Henderson
Mazyar Mortazavi
Sevaun Palvetzian (Via Phone)
Janet Rieksts-Alderman

IN ATTENDANCE Will Fleissig (President and Chief Executive Officer, Waterfront Toronto)
Marisa Piattelli (Chief Strategy Officer, WT)
Cameron McKay (Vice President Communications, Waterfront Toronto)
Ian Beverley (General Counsel, Waterfront Toronto)
Rose Desrochers (Director, HR and Admin, Waterfront Toronto)
Sameer Akhtar (Senior Legal Counsel, WT)
Aina Adeleye (Board Administrator, Waterfront Toronto)

Also, in attendance for parts of the meeting were Robin Cardozo, Board Chair Representative,
Anurag Gupta, Partner, KPMG LLP, Stephanie Ward, Senior Manager, KPMG LLP, Brad
Ferguson, Partner, KPMG LLP, Caroline Pinto, Managing Partner, Counsel Public Affairs and
Phillip Dewan, President, Counsel Public Affairs.

The Chair, Helen Burstyn, took the chair and appointed Ian Beverley to act as secretary of the
meeting.

With notice of the meeting having been sent to all Directors in accordance with the Corporation’s By-laws and a quorum of Directors being present, the Chair called the meeting of the Chairs Committee (the “Committee”) to order at 9:00 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Motion to Approve Agenda

ON MOTION duly made by Mazyar Mortazavi, seconded by Susan Henderson and
carried, it was RESOLVED that the Agenda for the day’s meeting be approved as tabled.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Consent Agenda

Ian Beverley reported that the minutes of the meeting of the Committee held April 18, 2018 would be presented at the next meeting of the Committee.
4. **Human Resources Update**

Rose Desrochers provided an update on Human Resources (HR) activities in the Corporation. The overview consisted of the organizational chart and a report on recruitment as at June 8, 2018 as well as a review on key positions and staff performance. She reported that H. Wilkinson Consulting Group undertook a salary benchmarking exercise which reflected that the Corporation’s current salary ranges were, overall, approximately 10% below the current market range. This discrepancy has resulted from the restraint on public sector salaries over the past 10 years.

5. **Staff Salary Recommendations for 2017/18**

Rose Desrochers presented a historical summary of salary comparatives collected over the past five years. The summary reflected a comparison of the Corporation’s mid level salary adjustment with other similar organisations as well as the Statistics Canada (CPI) which showed that the Corporation fell below the CPI.

Will Fleissig presented a summary of both the base compensation adjustments and performance-based compensation for the 2017/2018 fiscal year. He also presented his proposal for the discretionary reward fund for non-executive staff for extraordinary performance. He reminded the Committee that the funds for the discretionary reward fund were derived from the rebate received on the Corporation’s Workplace Safety and Insurance Board employer account.

6. **Motion to go into Closed Session**

In accordance with By-Law No.2 of the Corporation and **ON MOTION** made by Susie Henderson, seconded by Janet Rieksts-Alderman and carried, the Committee **RESOLVED** to go into Closed Session to discuss items 7 and 8 of the agenda, being the Performance Assessments for Individual Executives and the CEO result for the period April 1, 2017 to March 31, 2018. The exception to the Open Meeting Law relied on for the discussion of items 7 and 8 in Closed Session is Section 6.1(1)(b) of By-law No. 2, Personal matters about an identifiable individual, including employees of the Corporation.

The Chair requested members of the public to leave the meeting.

7. **Performance Assessments for Individual Executives for the period April 1, 2017 to March 31, 2018.**

8. **CEO Results for the period April 1, 2017 to March 31, 2018.**

9. **Motion to go into Open Session**

**ON MOTION** made by Mazyar Mortazavi, seconded by Janet Rieksts-Alderman and carried, the Committee **RESOLVED** to go into Open Session. The Chair indicated that it
was now in order for members of the public to return to the meeting. Members of the public were invited to join the meeting.

10. **Resolutions Arising from the Closed Session**

The Committee directed that further to the discussions at the Closed Session, Management provide a revised report on the staff salary recommendations for 2017/18 for approval by the Board.

11. **2017/18 Annual Report**

The Committee then reviewed the draft 2017/18 Annual Report (excluding Section 3 – Financial which is to be reviewed by the Finance, Audit and Risk Management Committee).

**ON MOTION** duly made by Mazyar Mortazavi, seconded by Susie Henderson and carried, it was **RESOLVED** that the 2017/18 Annual Report (which excludes section 3 – Financials) be approved as presented and recommended to the Board for approval.

12. **Five Year Strategic Business Plan**

Anurag Gupta, Partner, KPMG LLP, Stephanie Ward, Senior Manager, KPMG LLP, Brad Ferguson, Partner, KPMG LLP joined the meeting. Stephanie Ward presented a briefing note on the process, Board engagement and preliminary strategic principles for the five-year strategic business plan (the “Business Plan”). She reminded the Committee of the legislative obligation on the Corporation to deliver the Business Plan covering the fiscal periods 2019/20 to 2023/24 (which must be approved by the Board on or before December 31, 2018).

The draft of the strategic framing and financial modelling will be presented to the Board at its meeting on June 28, 2018 whilst the draft Business Plan will be presented at the next meeting of the Finance, Audit and Risk Management and Chairs committee (in September 2018).

13. **Board Contract Project**

The Board Contract Project undertaken by Robin Cardozo was taken as read. There was no further discussion required under this agenda item.

14. **Directors’ Code of Conduct/Conflict of Interest**

Ian Beverley presented the revised Directors’ Code of Conduct and a summary of the changes made to the code which were taken as read by the Committee. The revised code would be presented for approval at the next Board meeting. Janet Rieksts-Alderman noted that the revised code was a lot clearer.
ON MOTION duly made by Susie Henderson, seconded by Janet Rieksts-Alderman and carried, it was RESOLVED that the revised Code of Conduct for Directors be approved as presented and recommended to the Board for approval.

15. Introduction of Counsel Public Affairs

Caroline Pinto, Managing Partner, Counsel Public Affairs (CPA) and Phillip Dewan, President, Counsel Public Affairs were introduced and joined the meeting. Marisa Piattelli explained that CPA had been engaged to work with the Corporation to provide communications strategy and government relations advice to the Corporation.

The Committee agreed that CPA should be invited to the next meeting of the Stakeholder Relations Committee.

16. Review of draft agenda for June 28 Board meeting

The Committee reviewed the draft agenda for the June 28, 2018 Board of Directors meeting and made no amendments.

17. Board Calendar (June 14 – Dec 2018)

The Committee received the revised Board Calendar for year 2018 for information.

18. Adjournment of the Meeting

There being no further business, ON MOTION duly made by Susan Henderson, seconded by Janet Rieksts-Alderman and carried, it was RESOLVED that the meeting be adjourned at 12:27 p.m. local time.

_________________________  __________________________
Chairman                          Secretary of the Meeting
MEETING OF THE BOARD OF DIRECTORS
OF THE TORONTO WATERFRONT REVITALIZATION CORPORATION
TO BE HELD AT 20 BAY STREET, SUITE 1310, TORONTO, ONTARIO, M5J 2N8
ON THURSDAY, OCTOBER 11, 2018 AT 8:30 A.M.

Open Session Agenda

8:30 a.m. 1. Motion to Approve Meeting Agenda  H. Burstyn  Approval
8:35 a.m. 2. Declaration of Conflicts of Interest  All  Declaration
8:40 a.m. 3. Consent Agenda
   i. Minutes of July 31, 2018 Meeting  All  Approval
   ii. Q1 2018/19 Corporate & Project reporting  All  Information
8:55 a.m. 4. Chairs Opening Remarks  H. Burstyn  Information
9:05 a.m. 5. CEO Report  M. Nobrega  Information
9:15 a.m. 6. Corporate Social Responsibility Presentation  K. Verner  Information
9:30 a.m. 7. Motion to go into Closed Session  All  Approval

Closed Session Agenda

The Board will discuss the matter outlined in items 8 (Discussion of Confidential Provincial Information), 9 (update on the Rolling Five-Year Strategic Business Plan), 10(a)(i) (update on negotiations on the Master Innovation and Development Plan), item 10(b)(i) (Human Resources Update) and item 10(c)(i) (Internal Audit Report – Cyber Security) in a Closed Session as permitted by By-Law No.2 of the Corporation. The exceptions relied upon for the discussion on the item 8 is Section 6.1(1)(i), item 9 is Section 6.1(1)(a), item 10(a)(i) is Section 6.1(1)(l), and item 10(b)(i) is Section 6.1(1)(a). The Board will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.

9:30 a.m. 8. Discussion of Confidential Provincial Information  TBD  Information
   (Section 6.1. (1)(i) of By-Law No. 2 (information explicitly supplied in confidence to the corporation by Canada, a province or territory or a Crown agency of any of them))
10:00 a.m. 9. Rolling Five-Year Strategic Planning Priorities  M. Nobrega/KPMG  Information
   (Section 6.1 (1)(a) - security of the property of the Corporation)
10:25 a.m. 10. Committee Chairs’ Reports
   Committee Chairs  Information
  a. Investment, Real Estate and Quayside (IREQ) Committee
     i. Master Innovation & Development Plan Negotiation Update  M. Mortazavi/ S. Henderson  Information
     (Section 6.1.1(l) - a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Corporation)
10:35 a.m.  b. **Finance, Audit and Risk Management Committee**  J. Rieksts-Alderman  Information  
   (i) Internal Audit Report – Cyber Security  
   *(Section 6.1 (1)(a) - security of the property of the Corporation)*

10:45 a.m.  **11. Motion to go into Open Session**  All  Approval

**Open Session Agenda**

10:50 a.m.  **12. Resolutions Arising from the Closed Session**  All  Approval

10:55 a.m.  **13. Committee Chairs’ Reports (Continued)**  Committee Chairs  Information

11:00 a.m.  a. **Finance, Audit and Risk Management Committee**  J. Rieksts-Alderman  Approval  
   (i) Capital Approval - Bentway Pedestrian and Cycling Bridge and recommendation on construction approach

11:15 a.m.  b. **Chairs Committee**  H. Burstyn  Information  
   (i) Human Resources update  
   (ii) Draft Board/Committee Meeting Schedule for 2019

11:25 a.m.  **14. Chairs Closing Remarks**  H. Burstyn  Approval

11:30 a.m.  **15. Motion to Terminate the Meeting**  All  Approval
### 2019 BOARD/COMMITTEE MEETING CALENDAR

**Abbreviations:**
- "Board" means Board of Directors Meeting
- "Chairs" means Chairs Committee Meeting
- "FARM" means Finance, Audit & Risk Management Committee Meeting
- "SR" means Stakeholder Relations Committee Meeting
- "IREQ" means Investment, Real Estate & Quayside Committee
- "MIDP" refers to Master Innovation Development Plan Agreement

#### Board and Committee Composition

<table>
<thead>
<tr>
<th>FARM</th>
<th>SR</th>
<th>IREQ</th>
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<tbody>
<tr>
<td>1. Janet Riekstns-Alderman (Chair)</td>
<td>1. Sevaun Palvetzian (Chair)</td>
<td>1. Mazyar Mortazavi (Co-Chair)</td>
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<td>2. Susie Henderson</td>
<td>2. Mohamed Dhanani</td>
<td>2. Susie Henderson (Co-Chair)</td>
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<td>5. Meric Gertler</td>
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<td>1. Helen Burstyn (Chair)</td>
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<td>2. Janet Riekstns-Alderman</td>
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<td>3. Sevaun Palvetzian</td>
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<td>4. Susie Henderson</td>
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<td>5. Mazyar Mortazavi</td>
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#### Statutory & Public Holidays in 2019

- New Year – January 1
- Family Day- February 18
- TSD March Break- March 11-15
- Easter- Friday April 19 & April 22
- Victoria Day- May 20
- Canada Day- July 1
- Civic Holiday- August 5
- Labour Day- September 2
- Thanksgiving- October 14
- Remembrance Day- November 11
- Christmas & Boxing Day- Dec 25 & 26

#### Other Holidays and Events

- Passover - April 20
- Eid al-Fitr – June 4
- Ramadan – May 5 to June 4
- Eid al-Adha – August 12
- Rosh Hashana – September 30 - Oct 1
- Yom Kippur – Oct 9
- Federal Election - Oct 21

*Note: Unless otherwise indicated in the table below:
- Board meetings are from: 8:30 a.m. - 12:30 p.m.
- Committee meetings are from: 9:00 a.m. - 11 a.m.

** MIDP - Timeline
- Briefing Session from May 15, 2019 to June 15, 2019
- MIDP Implementation by September 30, 2019
<table>
<thead>
<tr>
<th>S/N</th>
<th>Date (2019)</th>
<th>Board/Committee</th>
<th>Key Agenda Item(s)</th>
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<tbody>
<tr>
<td>1.</td>
<td>Thursday, January 17</td>
<td>IREQ</td>
<td>• Quayside Matters (MIDP) Update</td>
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<td>2.</td>
<td>Thursday, January 24</td>
<td>Chairs</td>
<td>• Approve plan for the Feb 2019 Board Strategy Session</td>
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<td>3.</td>
<td>Saturday, February 9</td>
<td>Board</td>
<td>• <em>Annual Workshop</em></td>
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<td>• <em>Governance Effectiveness</em></td>
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<td>• <em>Meeting with government representatives</em></td>
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<td>4.</td>
<td>Thursday, February 21</td>
<td>IREQ</td>
<td>• Quayside Matters (MIDP)</td>
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<td>• Development Projects</td>
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<td>• Real Estate Acquisitions and Divestitures</td>
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<td>5.</td>
<td>Thursday, February 28</td>
<td>FARM</td>
<td>• Approve 2019/20 External Audit Plan</td>
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<td>• Q3 2018/19 Corporate Reporting</td>
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<td>• Q3 2018/19 Project Reporting</td>
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<td>• Revised policies and procedures for approval</td>
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<td>Thursday, March 7</td>
<td>Chairs</td>
<td>• Finalize agenda for next Board Meeting</td>
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<td>• Review Board and Committee composition</td>
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<td>• Governance and Board Effectiveness</td>
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<td>• Performance of the Board and Board Committees</td>
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<td>7.</td>
<td>Thursday, March 21</td>
<td>Board</td>
<td>• Report of the IREQ, FARM and Chairs committees</td>
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<td>• To receive the unaudited quarterly financial</td>
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<td>statements December 31, 2018</td>
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<td>8.</td>
<td>Thursday, April 4</td>
<td>IREQ</td>
<td>• Quayside Matters (MIDP) Update</td>
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<td>9.</td>
<td>Thursday, May 24</td>
<td>FARM</td>
<td>• Q4 2018/19 Corporate Reporting</td>
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<td>• Q4 2018/19 Project Reporting</td>
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<td>• Recommend for approval the financial Sections of the</td>
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<td>2018/19 Annual Report</td>
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<td>• Recommend 2018/19 audited financial statement for</td>
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<td>Thursday, May 30</td>
<td>IREQ</td>
<td>• Quayside Matters (MIDP)</td>
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<td>• Development Projects</td>
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<td>• Real Estate Acquisitions and Divestitures</td>
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<td>11</td>
<td>Thursday, June 6</td>
<td>SR</td>
<td>Communications, Reputational Objectives, Partnerships</td>
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<td>12</td>
<td>Thursday, June 13</td>
<td>Chairs</td>
<td>Human Resources Update, Year-end Performance Assessments for Individual Executives and CEO, Recommend for approval the non-financial sections of the 2018/19 Annual Report, Finalize agenda for next Board Meeting</td>
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<tr>
<td>13</td>
<td>Thursday, June 27</td>
<td>Board</td>
<td>Report of the SR, IREQ, FARM and Chairs committees, Approve 2018/19 Annual Report, Approve 2018/19 audited financial statements, Year-end Performance Assessment of the CEO</td>
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<td>14</td>
<td>Thursday, September 12</td>
<td>IREQ</td>
<td>Quayside Matters, Development Projects, Real Estate Acquisitions and Divestitures</td>
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<td>15</td>
<td>Thursday, September 19</td>
<td>FARM</td>
<td>Q1 2019/20 Corporate Reporting, Q1 2019/20 Project Reporting</td>
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<td>16</td>
<td>Thursday, September 26</td>
<td>Chairs</td>
<td>Public Accessibility to the Corporation, Articles, By-Laws and Board Policies, Government Relations, Finalize agenda for next Board Meeting</td>
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<td>17</td>
<td>Thursday, October 10</td>
<td>Board</td>
<td>Report of the IREQ, FARM and Chairs committees, To receive the unaudited quarterly financial statements June 30, 2019</td>
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<td>18</td>
<td>Monday, November 11</td>
<td>SR</td>
<td>Communications, Reputational Objectives, Partnerships, PR Budget for 2020</td>
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<td>19</td>
<td>Tuesday, November 12</td>
<td>Chairs</td>
<td>Human Resources Update, 2019/20 Human Resources Budget, Finalize agenda for next Board Meeting, 2020 Board and Committee Meeting Calendar, Review Board and Committee composition</td>
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<td>20</td>
<td>Thursday, November 14</td>
<td>IREQ</td>
<td>Quayside Matters, Development Projects, Real Estate Acquisitions and Divestitures</td>
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<td>21</td>
<td>Thursday, November 21</td>
<td>FARM</td>
<td>Q2 2019/20 Corporate Reporting, Q2 2019/20 Project Reporting, 2020/21 Corporate Plan</td>
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| 22. | **Thursday, December 5** | **Board** | • Report of the SR, IREQ, FARM and Chairs committees  
    • Approval of Corporate Plan  
    • To receive the unaudited quarterly financial statements September 30, 2019  
    • 2020 Board and Committee Meeting Calendar |