

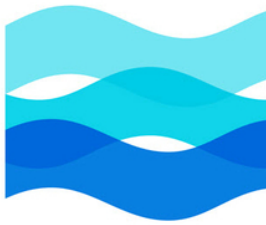


Investment and Real Estate Committee Meeting

Agenda and Meeting Book

THURSDAY, NOVEMBER 18, 2021 FROM 10:00 AM TO 12:00 PM

MICROSOFT TEAMS MEETING



WATERFRONToronto

Meeting Book - Investment and Real Estate Committee Meeting

Public Session Agenda

10:00 a.m.	1. Land Acknowledgement	Information	J. Winberg
10:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
10:05 a.m.	3. Declaration of Conflicts of Interest	Declaration	All
10:10 a.m.	4. Consent Agenda		
	a) DRAFT Minutes of the Open Session IREC Committee September 23, 2021 Meeting - 3	Approval	All
	b) Development Dashboard - 7	Information	M. Davis
10:20 a.m.	5. Development Project Presentation Villiers Island Precinct Plan and Approach to Implementation	Information	A. Barter / J. Kilbourn
	Coversheet - 13		
	Presentation - 14		
10:35 a.m.	6. Motion to go into Closed Session	Approval	All

Closed Session Agenda

The Committee will discuss the matters outlined in Items 7, 8, 9 and 10 being consideration of the draft minutes of the Closed Session of the September 23, 2021 IREC meeting, Update on Acquisitions, Update on Quayside Matters and Committee Chair Discussion, respectively, in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied for the discussion for item 7 is provided in the minutes of the Open Session of September 23, 2021 IREC meeting contained in item 4(a) of this agenda, for items 8 and 9 is Section 6.1.1(c) and for item 10 is Section 6.1.1(b) 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.

11:50 a.m.	11. Motion to go into Open Session	Approval	All
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Public Session Agenda

11:55 a.m.	12. Resolution(s) Arising from the Closed Session (if any) Form - 30	Approval	All
12:00 p.m.	13. Motion to Terminate the Meeting	Approval	All

Next Meeting Thursday, March 10, 2022

FYI Upcoming Board and Committee Meetings

Schedule - 31

**MINUTES of the OPEN SESSION of the
Investment and Real Estate Committee Meeting of
The Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Thursday, September 23, 2021 at 9:00 a.m. local time**

PRESENT: Jack Winberg (Chair)
Leslie Woo
Stephen Diamond

REGRETS: Andrew MacLeod

ATTENDANCE WATERFRONT TORONTO
George Zegarac (CEO, Waterfront Toronto)
Meg Davis (Chief Development Officer)
Christopher Glaisek (Chief Planning and Design Officer)
David Kusturin (Chief Project Officer)
Lisa Taylor (Chief Financial Officer)
Julius Gombos (SVP, Project Delivery)
Kristina Verner (VP, Innovation, Sustainability & Prosperity)
Cameron MacKay (VP, Strategic Communications and Engagement)
Rose Desrochers (VP, Human Resources and Administration)
Catherine Murray (Senior Legal Counsel)
Ian Ness (General Counsel)
Erik Cunnington (Director, Development)
Ed Chalupka (Director, Government Relations)
Charmaine Miller (EA to the CEO & Acting Board Administrator)

Also, in attendance for all or part of the meeting were:

- Wende Cartwright, Kevin Sullivan, Michael Galego, Jeanhy Shim, Directors, Waterfront Toronto
- Kira Heymans, Analyst, Yassine Ben Rejeb, Portfolio Analyst from Investment, Partnership and Innovation Branch of Infrastructure Canada, Laura Robbins, Program Analyst, Program Operations, Infrastructure Canada
- Bhavika Kotak, Senior Policy Analyst, Louis Bitonti, Senior Policy Analyst, Agency Governance and Accountability Unit, Devyn Leonard, Manager, Agency Policy and Delivery Unit
- Jayne Naiman, Project Manager Waterfront, Tom Davidson, Director, Waterfront Revitalization Initiatives, Office of Councillor Joe Cressy, City of Toronto

Jack Winberg, the Chair, called the meeting to order at 9:00 a.m. and, with the consent of Investment and Real Estate Committee (“**IREC**” or the “**Committee**”) members, appointed Ian Ness to act as Secretary of the meeting.

Jack Winberg declared that a quorum of Committee Members was present and that with notice of the meeting having been duly sent to all Committee Members in accordance with

the Corporation's By-laws, the meeting was duly called and regularly constituted for the transaction of business.

1. Land Acknowledgement

Jack Winberg acknowledged Indigenous People's presence and connections to lands under revitalization by Waterfront Toronto.

2. Motion to Approve Meeting Agenda

ON MOTION duly made by Leslie Woo and seconded by Stephen Diamond and carried, it was **RESOLVED** that the Meeting Agenda be approved as tabled.

3. Declaration of Conflicts of Interest

Stephen Diamond and Kevin Sullivan declared that they had a conflict and would not participate in the Closed Session discussion on the Quayside project.

Mr. Diamond advised: "I have a conflict with respect to agenda item 8. My company has existing development partnerships with one or more of the proponents involved in the Quayside project. Although my involvement with the proponents does not have anything to do with the Quayside project or any other Waterfront Toronto project, I will not be participating in the meeting during the discussion on that agenda item".

Mr. Sullivan also advised: "I have a conflict with respect to agenda item 8. I have an advisory arrangement with one of the proponents involved in the Quayside RFP. Although my relationship with them does not relate in any manner to Quayside or any other property involving Waterfront Toronto, I will not be present for, or otherwise participate in, any discussions relating to the Quayside RFP process".

4. Consent Agenda

- a. Draft minutes of the Open Session of the Investment and Real Estate Committee meeting held on June 3, 2021.

ON MOTION duly made by Stephen Diamond and seconded by Jack Winberg and carried, it was **RESOLVED** that the Minutes of the Open Session of the IREC Committee meeting held on June 3, 2021 was approved as tabled.

- b. Draft minutes of the Open Session of the Investment and Real Estate Committee meeting held on July 13, 2021.

ON MOTION duly made by Stephen Diamond and seconded by Jack Winberg and carried, it was **RESOLVED** that the Minutes of the Open Session of the IREC Committee meeting held on July 13, 2021 was approved as tabled.

c. Development Dashboard

The Development Dashboard was taken as read.

5. Motion to go into Closed Session

ON MOTION duly made by Stephen Diamond and seconded by Leslie Woo and carried, the Committee **RESOLVED** to go into a Closed Session to discuss agenda items 6, 7(a) & (b), 8 and 9 in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied on for the discussion for item 6 is provided in the minutes of the Open Sessions of June 3, 2021 and July 13, 2021 IREC meetings contained in item 4 of this agenda, for items 7 (a) & (b) and 8 is Section 6.1.1(c) and for item 9 is Section 6.1.1(b) of By-Law No. 2. The meeting continued in Closed Session.

6. Consent Agenda

- a. Draft Minutes of the Closed Session of the June 3, 2021 IREC Meeting.
- b. Draft Minutes of the Closed Session of the July 13, 2021 IREC Meeting.

7. Update on Acquisitions

8. Update on Quayside Matters

Stephen Diamond and Kevin Sullivan left the meeting at this time.

9. Committee Chair Discussion

10. Motion to Resume Open Session

In accordance with By-Law No. 2 of the Corporation, and the Closed Session discussion having been completed, **ON MOTION** duly made by Leslie Woo, seconded by Jack Winberg and carried, the Committee **RESOLVED** to go into Open Session.

Stephen Diamond and Kevin Sullivan rejoined the meeting at this time.

11. Resolutions Arising from the Closed Session

ON MOTION duly made by Stephen Diamond and seconded by Jack Winberg and carried, it was **RESOLVED** that the Minutes of the Closed Session of the IREC Committee meeting held on June 3, 2021 was approved as tabled.

ON MOTION duly made by Leslie Woo and seconded by Stephen Diamond and carried, it was **RESOLVED** that the Minutes of the Closed Session of the IREC Committee meeting held on July 13, 2021 was approved as tabled.

12. Termination of the Meeting

There being no further business, **ON MOTION**, duly made by Stephen Diamond, seconded by Leslie Woo and carried, it was **RESOLVED** that the meeting be adjourned at 9:43 a.m. local time.

Committee Chair

Secretary of the Meeting

DRAFT

Development Projects Dashboard IREC Meeting – November 18, 2021



- Please refer to the plans below in connection with the following table



Development Projects Dashboard

IREC Meeting – November 18, 2021



Project	Description	Previous Period	Next Steps	Status
East Bayfront				
A - Waterfront Innovation Centre (Menkes)	484,000 sq ft commercial building (hub for technology and creative sectors)	Construction ongoing. Tenant fit out to commence in Fall 2021.	<i>Tenants continue fit out of office space.</i>	91% pre-leased.
B - The Arbour (George Brown College)	185,000 sq ft institutional building (expansion of existing waterfront campus)	Target Site Plan agreement and NOAC in November. Commenced early site works in August.	<i>Record of Site Condition filed in October. Target NOAC in November.</i>	ongoing
C - Monde (Great Gulf)	470,000 sq ft condominium (550 units);	Occupied and registered condominium.		complete
D - Aqualina (Hines/Tridel)	380,000 sq ft condominium (362 units);	Occupied and registered condominium.		complete
E - Aquavista (Hines/Tridel)	368,000 sq ft condominium, (227 units) plus 80 Artscape affordable rental units	Occupied and registered condominium.		complete
F - Aquabella (Hines/Tridel)	266,000 sq ft condominium (174 units) with City-owned Bayside Child Care Centre (CCC)	Condominium occupancy commenced in August. Child Care Space transferred to City on July 22. WT to commence fit out of child care space in October.	<i>Condominium registration targeted for Q3. WT commenced fit out of child care space in October.</i>	ongoing
G - Aqualuna (Hines/Tridel)	430,000 sq ft condominium (241 units) with City Community Recreation Centre	Site transferred to Aqualuna Bayside on August 14, 2020. Construction has commenced.	<i>Construction ongoing.</i>	ongoing

Development Projects Dashboard

IREC Meeting – November 18, 2021



Project	Description	Previous Period	Next Steps	Status
East Bayfront				
H - C2 (T3 Bayside - Hines)	250,000 sq ft office building – 10 storey tall timber building	Site Plan agreement and NOAC issued in June. Construction ongoing.	<i>Construction Ongoing.</i>	Construction ongoing.
I - R6	Proposed Mixed Use Market Rental ~ 182 units and Affordable rental housing ~ 215 units	WT, Housing Secretariat and CreateTO are re-visiting project parameters in order to inform transaction terms.	<i>R6 included in Phase 3 - Housing Now. WT, CreateTO to confirm project parameters (market rent analysis, design/massing) to inform project terms.</i>	Discussions ongoing
West Don Lands				
AA - Canary Block 16 (Dream Kilmer)	150,000 sq ft condominium (187 units)	Some customer repairs remaining	<i>Occupied and registered condominium</i>	Complete
BB - Canary Block 12 (Dream Kilmer)	350,000 sq ft condominium (387 units)	Construction ongoing	<i>Construction ongoing.</i>	Occupancy date remains on target for Dec 2021
CC - Block 10 (AHT/Dream Kilmer/Tricon)	330,000 sq ft condominium/rental /indigenous health centre and indigenous training/employment/education centre (443 units)	Successful groundbreaking. NOAC for phase B expected at end of month at which point permits will be pulled.	<i>NOAC given for both phases – early construction started.</i>	Target occupancy date for both phases Dec 2024.

Development Projects Dashboard

IREC Meeting – November 18, 2021



Project	Description	Previous Period	Next Steps	Status
West Don Lands				
EE - River City Phase 3 (Urban Capital)	340,000 sq ft condominium (331 units)	Occupied and registered condominium.		Complete
FF - River City Phase 4 (Urban Capital)	130,000 sq ft condominium (158 units)	Occupancy targeted Q4 2020.	<i>Interim Occupancy began in September 2020.</i>	Ongoing
GG - Block 5W (Rekai)	Long-term care centre/residence (348 beds)	SPA Submitted to the City with design for 348 beds. Aiming to return to DRP for detailed design in June/July 2021.	<i>Completed DRP in July 2021 with unanimous support. Councillor Wong-Tam member motion to request MZO adopted at October 2021 Council meeting. City comments on SPA received.</i>	Completion targeted for Oct 2025
HH – Blocks 3, 4 and 7 (90 Mill St.) Dream Kilmer Tricon	825,00 sq ft condominium with 30% ARH and retail	DRP Design Development review July 2020. Third working group session August 2020. Minister's Zoning Order (MZO) enacted for site on Oct 22, 2020 approving zoning for current scheme.	<i>Final site plan approval by City pending.</i>	Site excavation commenced
II – Block 13 (Dream/Kilmer)	Residential condominium (units TBD)	Municipal approval submission still on track for Q4 2021.	<i>First submission now targeted in early 2022</i>	Expect to have approvals in place in early 2023

Development Projects Dashboard

IREC Meeting – November 18, 2021



Project	Description	Previous Period	Next Steps	Status
Port Lands				
Port Lands Planning Next Steps	Urban design guidelines, transportation, Environmental Assessments, development application reviews, zoning reviews etc.	Comments provided by City and WT on Pinewood/Bell Media Masterplan. Ongoing – McCleary District Precinct Plan process to be initiated by City, in partnership with WT, in Q3 2021 at the earliest. Polson Quay likely to follow. PIC Core Urban Design Guidelines on hold.	Phases 2-4 of OLT mediation/hearing	<i>OLT hearing dates reserved for 5 weeks in May/June 2022</i>
Port Lands Planning – Ontario Land Tribunal (OLT) Hearing re: OPM appeals	OLT negotiations and mediation/hearing addressing outstanding appeals of the CWSP through the Official Plan Modification (OPM) policies.	OLT mediation commenced in Oct 2020 and finalized in January 2021. OLT issues significantly minimized through OLT mediation. Remaining Phase 1 issues adjudicated at OLT hearing in April 2021. Decision issued in May 2021.	Phases 2-4 of OLT mediation/hearing	<i>OLT Case Management Conference occurred Oct 13, 2021. Organization of remaining OPM issues complete. Witness selection and witness statements to begin preparation. OLT hearing dates reserved for 5 weeks in May/June 2022</i>
Port Lands Planning - 309 Cherry	Two appeals to OLT: site-specific ZBL and broader OPM policies.	2019 settlement offer not accepted by City or WT – site-specific appeals remain open. Phase 1 OPM issues settled through mediation process. Source and receptor noise/odour mitigation re: Lafarge to be required through development approvals process.	Remainder of applicable OPM issues (hearing phases 2-4) to be adjudicated through OLT mediation/hearing process. Site-specific ZBL appeals remain open. City and WT continuing review and commenting on July 2021 settlement offer	<i>City and WT reviewing July 2021 settlement offer</i>

Development Projects Dashboard

IREC Meeting – November 18, 2021



Project	Description	Previous Period	Next Steps	Status
Port Lands (cont'd)				
Villiers Island Development	Zoning bylaw amendment (ZBLA), Official Plan Amendment (OPA), POS, site plans, developer requests for proposals etc.	R-plans updated as part of the Cherry Street lake filling project. WT & City to begin drafting zoning bylaw for Villiers Island following the first phase of the OLT hearing in April 2021	<i>City and WT to continue ZBL drafting. WT and CreateTO working with consultant teams on studies: transportation, noise/air quality retail/activation, public realm design</i>	<i>Drafting of Villiers Island ZBL has commenced by City and WT. Work continuing on consultant studies</i>
Polson Quay and River South Precinct Plan	Precinct Plan	Phase 1 OLT issues resolved through mediation. Phases 2-4 OPM issues remain unresolved. Precinct planning will likely follow McCleary District Precinct Planning	<i>Address applicable phases 2-4 OLT mediation/hearing issues</i>	<i>Will likely follow McCleary District Precinct Planning exercise. Re-prioritization could occur after May/June 2022 OLT hearing</i>
Other				
Lower Yonge	LPAT and private developer application review.	Development applications review and comment	<i>Ongoing</i>	<i>Ongoing</i>
Private Development Application Review	5-10 private development applications under review at any given time within DWA – ZBLA, OPA, SPA, POS, MV.	Ongoing	<i>Ongoing</i>	<i>Ongoing</i>
North Keating East Precinct Plan	Amendment to existing Keating Channel Precinct Plan or whole new plan.	On hold	<i>On hold until further work has been done on related LDL projects (Gardiner realignment, QQE, LSBE)</i>	<i>On hold</i>
Gardiner Public Realm Study	Design study to improve lands under and adjacent to the Gardiner between Yonge and Leslie.	Agreement reached with Daniels and City re: public realm contributions for LSBE public realm, post-Gardiner rehab works. Discussions also ongoing with Greenland and 3C re: design and delivery of LSBE public realm on development frontage	<i>Ongoing</i>	<i>Ongoing</i>



**Item 5 – Villiers Island Precinct Plan and Approach to Implementation
Aaron Barter & Jed Kilbourn**

Purpose	For Information
Areas of note/ Key issues	<p>In response to a previous IREC request, the Development team is presenting one Waterfront Toronto development project to the committee at each of the regular IREC quarterly meetings.</p> <p>The November 18th, 2021 presentation is on the Villiers Island Precinct Plan, including municipal planning context and the next steps for the island’s development.</p> <p>The presentation will include:</p> <ul style="list-style-type: none"> • Site context, including a brief overview of the broader planning context • Description of the Guiding Principles and Key Elements of the precinct plan • Articulation of the steps involved in implementing the precinct plan and key milestones in that process • Timeline outlining the approach to implementation
Next Steps	Staff will continue to work with the City of Toronto and CreateTO on the implementation of the Villiers Island Precinct Plan.

November 18, 2021

Villiers Island Precinct Plan and Approach to Implementation

Waterfront Toronto Investment and Real Estate Committee (IREC)

Opportunity



Inspired by the transformation of the West Don Lands and Toronto's central waterfront, Torontonians, young and old and from all walks of life, came together to imagine a better way of living on the edge of the city.

Their vision for what will be Villiers Island was, and is, uncompromising. Confident in the 15 years of revitalization Waterfront Toronto delivered on the Central Waterfront and West Don Lands citizens and urban planners alike developed a plan that is rooted in reality, founded on experience and sensitive to the immediate and future needs of the city and province.



Villiers Island will provide the connective tissue between the Central Waterfront precincts, the downtown and the Port Lands, linked together by the river, open space and transportation systems. It will integrate the historical industrial identity of the Port Lands with contemporary uses.

*As Toronto's first mixed-use community primed to achieve **climate positive** goals, Villiers Island will showcase innovative and sustainable community design, and celebrate the area's industrial and natural heritage. This means that Villiers will achieve net-negative greenhouse gas emissions associated with energy, waste and water.*

*Villiers will be an escape from the ordinary attracting visitors from near and far to its many **nationally-significant public amenities** like Canada's first Destination Playground—at nearly three acres, the largest playground in Toronto and a significant draw for the broader city and region—three kilometers of waterfront access, and over 1,000 affordable housing units.*



Opportunity

- To drive **outsized economic growth** in the cleantech and creative industries, while maximizing the value of Villiers Island as a tourism asset for Toronto and Canada.
- To deliver **Canada's first climate positive neighbourhood** through a strategy of zero-carbon buildings, solar PV, energy storage and district energy with Enwave.
- To provide over **1,000 units of affordable housing**, including the opportunity of exploring new models to provide more affordable housing.
- To deliver a **nationally significant network of parks and public realm** to draw people from across the City and region to the water's edge.

This opportunity is enabled by the **Waterfront East LRT, a new dedicated transit line** to serve Villiers Island and mixed-use development within the eastern downtown.



Central Waterfront Secondary Plan & Port Lands Planning Framework



■ Central Waterfront Secondary Plan (2003)

- Removing Barriers/Making Connections
- Building a Network of Spectacular Waterfront Parks and Public Spaces
- Promoting a Clean and Green Environment
- Creating Dynamic and Diverse New Communities

■ Port Lands Planning Framework (2017)

Developed in partnership with the City of Toronto to guide development over the next 50+ years

Villiers Island Precinct Plan



Villiers Island Precinct Plan



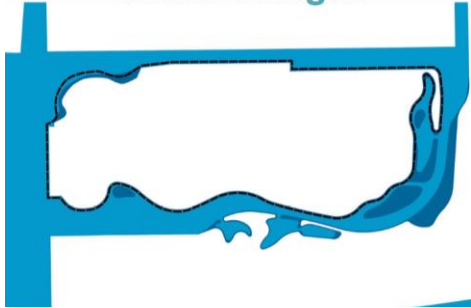
Villiers Island Precinct Plan: Guiding Principles



- Animate and activate the waters edges
- Create a network of spectacular open spaces
- Provide a catalytic use opportunity
- Reinforce the island as a gateway
- Celebrate the area's industrial heritage
- Prioritize pedestrian, cycling and transit infrastructure
- Plan for a diverse, mixed-use and inclusive community (in excess of 20% ARH)
- Provide a variety of building forms
- Develop an innovative model for climate positive
- Ensure that the precinct plan is viable and implementable

Villiers Island Precinct Plan: Key Elements

An Island with Varied Water's Edges



A Central Living Room



A Connected Island



A Complete Island



A Destination Island



An Island with History



Villiers Island Precinct Plan: Development Plan



4,865 units



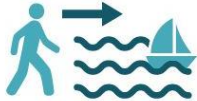
8,200-10,700 people



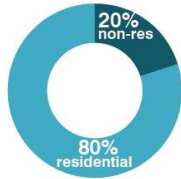
2,900 jobs



11.2 ha of parkland



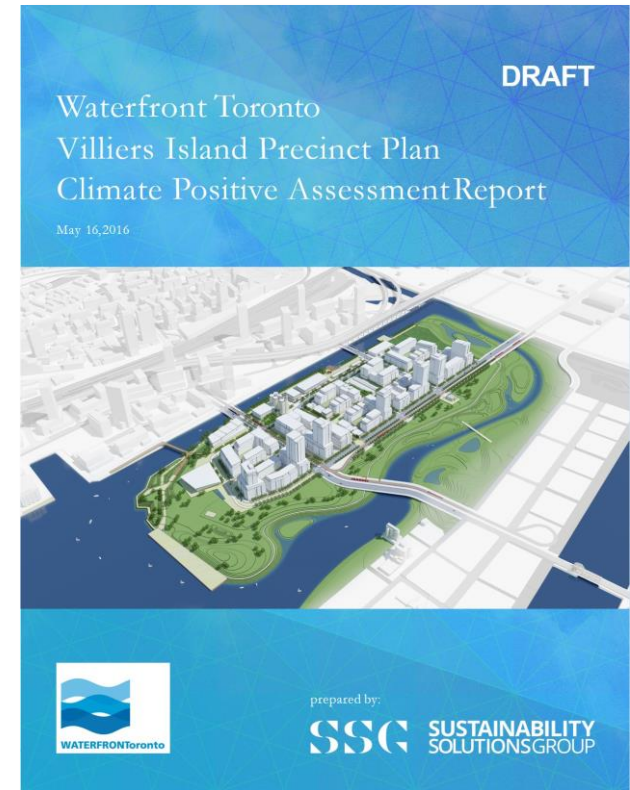
3km of waterfront access



Villiers Island Precinct Plan: Climate Positive

The Villiers Island Climate Positive Assessment identified six major neighbourhood design recommendations:

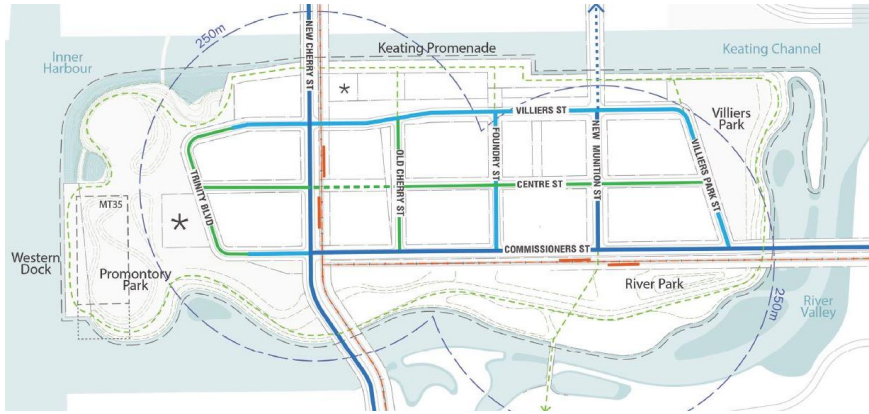
- Design to zero-carbon, passive building standards
- Optimize the urban form for energy harvesting
- Maximize solar photovoltaic (PV) capacity
- Meet remaining energy demand with district energy
- Reduce car travel and explore limiting non-electric vehicles
- Design with the 'climate positive' goal in mind



Villiers Island Precinct Plan: Parks, Open Space & Heritage



Villiers Island Precinct Plan: Mobility



Road Network

- Streetcar Route and Platforms 
- Major Streets 
- Local Streets 
- Shared Streets/Mews 
- Pedestrian Only Street 
- Trails 



Pedestrian, Cycling & Trail Network

-  Dedicated Cycling Route
-  Park Trails
-  Small-scale Plaza
-  Pedestrian Only

Villiers Island Implementation: Major Milestones



1) Port Lands Flood Protection & Enabling Infrastructure

Unlocking Development Potential with PLFP Green Infrastructure



✓ **Funded and Ongoing**

2) Villiers Island Precinct Plan & Port Lands Planning Framework

Establish the Vision through City Council-Approved Plans



✓ **Approved and Underway**

3) Villiers Island Due Diligence Report & Business Implementation Plan

Preparing an Implementation Plan and Approach to Realize the Vision



Current Opportunity

Villiers Island Implementation: Key Benefits



CREATETO



80,000

People served by the Waterfront East LRT by 2041 (plus 100,000 jobs served)

2,900

Jobs (As per the Precinct Plan)

5.5M ft²

net-zero carbon buildings, in the world's most sustainable new neighbourhood

11.2 ha

World class parks and public realm

1,000+

units of affordable housing, targeting 20%+ of units, in partnership with non-profits



Villiers Island Implementation: Timeline



Milestone	Timing (Calendar year)
Planning Approvals (ZBA & Draft Plan Approval)	Q1 2021 for Q4 2022 approvals
Due Diligence Report	Q1 2022
Business and Implementation Plan (BIP) to City Council	Q2 2022
Phase 1 Developer RFP Release, Selection, Negotiation	Q2 2022 – Q4 2023
Planning Approvals (Site Plan Application)	Q1 2024 – Q2 2025
Construction Start	Q2-3 2025
First Occupancy	Q2-3 2028



a waterfront for everyone





**Investment and Real Estate Committee (IREC) Meeting
November 18, 2021
Item 12 – Resolution(s) Arising from the Closed Session**

ON MOTION duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Investment and Real Estate Committee approves the Minutes of the Closed Session of the IREC meeting held on September 23, 2021 as tabled.



Upcoming Meetings BOARD/COMMITTEE MEETING SCHEDULE

S/N	November 2021 – December 2021	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, Nov 25 9 a.m. to 11:30 a.m.	FARM	<ul style="list-style-type: none"> • Q2 2021/22 Corporate Reporting • Q2 2021/22 Project Reporting • Receive Q2 Interim Financial Statements Sept 30, 2021 • Rolling Five Year Strategic Plan • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management • Quarterly Reports (Procurement, Fundraiser & Regulatory Compliance)
2.	Thursday, Dec 9	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2021/22 Corporate Plan

Calendar 2022 Meeting Dates

1.	Thursday, Feb 24	FARM	Per FARM Work Plan
2.	Thursday, March 3	HRGSR	Per HRGSR Work Plan
3.	Thursday, March 10	IREC	<ul style="list-style-type: none"> • Detailed Status Report on all Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
4.	Thursday, March 24	Board	• Reports of the IREC, FARM and HRGSR committees
5.	Thursday, May 26	FARM	Per FARM Work Plan
6.	Thursday, June 2	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
7.	Thursday, June 9	HRGSR	Per HRGSR Work Plan
8.	Thursday, June 23	Board	<ul style="list-style-type: none"> • Reports of the HRGSR, IREC, and FARM committees • Approve 2021/22 Annual Report • Approve 2021/22 audited financial statements

			<ul style="list-style-type: none"> • Year-end Performance Assessment for CEO and approval of compensation for 2022/23
9.	Thursday, Sept 15	HRGSR	Per HRGSR Work Plan
10.	Thursday, Sept 22	FARM	Per FARM Work Plan
11.	Thursday, Sept 29	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
12.	Thursday, October 13	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2023 Board and Committee Meeting Calendar
13.	Thursday, Nov 10	HRGSR	Per HRGSR Work Plan
14.	Thursday, Nov 17	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
15.	Thursday, Nov 24	FARM	Per FARM Work Plan
16.	Thursday, Dec 8	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2022/23 Corporate Plan