



First Capital Realty Inc.

Corporate Governance Committee Charter

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Revised:

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FIRST CAPITAL REALTY INC.
(the “Corporation”)

CORPORATE GOVERNANCE COMMITTEE CHARTER

1. RESPONSIBILITY

The Corporate Governance Committee is responsible for assisting the Board in fulfilling its responsibilities in relation to:

- the Corporation’s overall approach to corporate governance by overseeing good governance at the organizational level and ensuring that policies and procedures are in place that foster the long-term success of the Corporation in an ethical, prudent and responsible manner;
- identifying qualified candidates and recommending nominees for director, Board committee appointments, the appointment of a Lead Director (if the Chair of the Board is not independent) and oversight of the size, composition and structure of the Board and its committees;
- orientation and continuing education for all directors;
- evaluations of the Board, Board committees, all individual directors, the Board Chair, all Board committee chairs and the Lead Director (if one is appointed);
- to assist the Board through annual reviews of environmental, social, governance (“ESG”) programs and activities as needed;
- review as appropriate, those risks in the enterprise risk management register, which have been assigned to the Corporate Governance Committee and their trends, mitigations and impacts;
- related party transactions and other matters involving actual or potential conflicts of interest; and
- any additional matters delegated to the Corporate Governance Committee by the Board;

all with a view to ensuring the Corporation is implementing effective corporate governance practices for an organization of the Corporation’s size and complexity, and which will create and enhance long-term shareholder value.

2. MEMBERS

The Board must appoint a minimum of three directors to be members of the Corporate Governance Committee. The members of the Corporate Governance Committee will be selected by the Board on the recommendation of the Corporate Governance Committee and will have a working familiarity with corporate governance practices.

All of the members of the Corporate Governance Committee will be “independent directors” (“**Independent Directors**”) as defined in section 1.4 of National Instrument 52-110 — *Audit Committees*, as amended from time to time (“**NI 52-110**”).

3. **DUTIES**

The Corporate Governance Committee is responsible for performing the duties set out below as well as any other duties that are otherwise required by law or delegated to the Corporate Governance Committee by the Board.

(a) **Approach to Corporate Governance**

The Corporate Governance Committee will review the Corporation’s overall approach to corporate governance and make recommendations to the Board in this regard. Among other things, the Corporate Governance Committee will:

- review the position description for the Chief Executive Officer, the Chair of the Board, the Lead Director (if any) and recommend any amendments to the Board;
- review and recommend the implementation of structures and procedures to facilitate the Board’s independence from management and to avoid conflicts of interest;
- be available as a forum for addressing the concerns of individual directors; and
- monitor developments in the area of corporate governance and ESG best practices and recommend initiatives that will help the Corporation maintain high standards of corporate governance and ESG programs and activities;

(b) **Board Size, Composition and Structure**

The Corporate Governance Committee will examine the size of the Board and recommend to the Board a size that facilitates effective decision making. In addition, taking into consideration the recommended size of the Board, the Corporate Governance Committee will recommend the number of Board positions to be filled by Independent Directors, who should comprise at least a majority of the members of the Board.

The Corporate Governance Committee will review the overall composition of the Board, taking into consideration such factors as business experience and specific areas of expertise of each director, as well as diversity in reference to the Corporation’s Diversity Policy, and make recommendations to the Board as it determines appropriate.

The Corporate Governance Committee will evaluate whether the necessary and appropriate committees exist to support the work of the Board and will make recommendations to the Board for the reorganization of responsibilities among committees, the creation of additional committees or subcommittees, or the elimination of committees as it determines appropriate.

(c) **Review Board Mandate and Committee Charters**

The Corporate Governance Committee will on an annual basis, or more frequently if required:

- review and assess the Board Mandate adopted by the Board and recommend any amendments to the Board; and
- review the charter of each committee of the Board and recommend any amendments to the Board;

(d) Candidates for Board Membership

The Corporate Governance Committee will recommend to the Board a list of candidates for nomination for election to the Board at the Corporation's annual meeting of shareholders. In addition, as the need arises, it will identify and recommend to the Board new candidates for Board membership. In making its recommendations to the Board, the Corporate Governance Committee will provide an assessment of whether each candidate is or would be (i) an Independent Director, and (ii) "financially literate" as defined in NI 52-110.

(e) Appointments to Board Committees

The Corporate Governance Committee will recommend to the Board those directors it considers qualified for appointment to each Board committee. Where a vacancy occurs at any time in the membership of any Board committee, the Corporate Governance Committee will recommend to the Board a director to fill such vacancy.

(f) Appointment of Lead Director

If the Chair of the Board is an Independent Director, a Lead Director will not be appointed. If in any year, the Chair of the Board is not an Independent Director, the Corporate Governance Committee will, after consultation with the Chair of the Board, recommend to the Board an Independent Director it considers qualified for appointment to the role of Lead Director. Where a vacancy occurs in the role of Lead Director, the Corporate Governance Committee will, if applicable, recommend to the Board an Independent Director to fill such vacancy.

(g) Absence of Board Chair and Lead Director

The Corporate Governance Committee will develop and recommend to the Board a process for chairing meetings of the Board when the Chair of the Board and Lead Director (if one is appointed) are not present.

(h) Director Qualifications

The Corporate Governance Committee will establish the preferred experience and qualifications for new directors which will reflect, among other things:

- competencies, skills and personal qualities that the Board considers to be necessary for the Board, as a whole, to possess;
- competencies, skills and personal qualities that the Board considers each existing director to possess;
- competencies, skills and personal qualities that each new director would bring to the Board, including gaps that need to be filled, if any;
- responsibilities that would materially interfere with or be incompatible with Board membership; and
- will also consider diversity of the Board.

(i) **Board Succession**

The Corporate Governance Committee will develop and maintain a Board succession plan that is responsive to the Corporation's needs and the interests of its shareholders.

(j) **Orientation and Continuing Education for Directors**

The Corporate Governance Committee will confirm that procedures are in place and resources are made available to provide new directors with a proper orientation to both the Corporation and their responsibilities and duties as directors and to provide other directors with appropriate continuing education opportunities.

(k) **Evaluations**

The Corporate Governance Committee will establish and implement procedures to evaluate the performance and effectiveness of the Board, Board committees and individual directors, the Board Chair and all Board committee chairs, to assist the Board in assessing directors' suitability, including individual director independence.

(l) **Relationship with Senior Management**

The Corporate Governance Committee will monitor the quality of the relationship between senior management and the Board. Among other things, the Corporate Governance Committee will:

- recommend procedures to allow directors to have access to, and an effective relationship with, senior management;
- meet separately with each member of senior management periodically, as and when it deems advisable; and

- work with the Chief Executive Officer and other members of senior management to foster a healthy corporate governance culture within the Corporation.

(m) **Related Party Transactions and Conflicts of Interest**

The Corporate Governance Committee will review annually director independence and make recommendations, as needed, to the Board for approval.

The Corporate Governance Committee will review all proposed related party transactions and situations involving a potential conflict of interest that are not required to be dealt with by an “independent special committee” pursuant to securities law rules. Any member of the Corporate Governance Committee who is a party to or has a potential conflict of interest in a proposed transaction, or who has a material interest in any related party transaction or in a party to a related party transaction, must abstain from any vote on that transaction.

(n) **Risk Management**

The Corporate Governance Committee will, on a quarterly basis, review a report from senior management describing the risk exposures of the Corporation assigned to it on the enterprise risk register, and the steps senior management has taken to monitor and control such exposures.

(o) **Code of Business Conduct and Ethics**

The Corporate Governance Committee will:

- review and assess the Corporation’s code of business conduct and ethics for directors, officers and employees (the “Code”) to confirm that it addresses, among other things, conflicts of interest, corporate opportunities, confidentiality, fair dealing, protection and proper use of the Corporation’s assets, compliance with applicable laws, rules and regulations (including insider trading laws) and the reporting of illegal or unethical behaviour, and establishes mechanisms to facilitate the effective operation of the Code and the granting of waivers of the Code;
- approve any waivers of the Code sought by directors or members of senior management; and
- confirm that any waivers of the Code for directors or members of senior management are promptly disclosed to shareholders.

The Code will be posted on the Corporation’s Web site and the annual report of the Corporation will state that the Code is available on the Web site or is available in print to any shareholder who requests a copy.

4. **REPORTING**

The Corporate Governance Committee will:

- regularly report to the Board on all significant matters it has addressed and with respect to such other matters that are within its responsibilities; and
- oversee the preparation of the “Statement of Corporate Governance Practices” section of the Corporation’s management information circular.

5. **CORPORATE GOVERNANCE COMMITTEE MEETINGS**

(a) **Scheduling**

The Corporate Governance Committee will meet as often as it determines is necessary to fulfill its responsibilities. A meeting of the Corporate Governance Committee may be called by the Chair of the Corporate Governance Committee, the Chair of the Board, the Chief Executive Officer or any Corporate Governance Committee member.

Meetings will be held at a location determined by the Chair of the Corporate Governance Committee.

(b) **Notice**

Notice of the time and place of each meeting will be given to each member either by telephone or other electronic means not less than 48 hours before the time of the meeting or by written notice not less than five days before the date of the meeting. Meetings may be held at any time without notice if all of the members have waived or are deemed to have waived notice of the meeting. A member participating in a meeting will be deemed to have waived notice of the meeting.

(c) **Agenda**

The Chair of the Corporate Governance Committee will establish the agenda for each meeting. Any member may propose the inclusion of items on the agenda, request the presence of or a report by any member of senior management, or at any meeting raise subjects that are not on the agenda for the meeting.

(d) **Distribution of Information**

The Chair of the Corporate Governance Committee will distribute, or cause the Assistant Secretary to distribute, an agenda and meeting materials in advance of each meeting to allow members sufficient time to review and consider the matters to be discussed.

(e) **Attendance and Participation**

Each member is expected to attend all meetings. A member who is unable to attend a meeting in person may participate by telephone or teleconference.

(f) **Quorum**

A majority of the members will constitute a quorum for any meeting of the Corporate Governance Committee.

(g) **Voting and Approval**

At meetings of the Corporate Governance Committee, each member will be entitled to one vote and questions will be decided by a majority of votes. In case of an equality of votes, the Chair of the Corporate Governance Committee will not have a second or casting vote in addition to his or her original vote.

(h) **Procedures**

Procedures for the Corporate Governance Committee meetings will be determined by the Chair of the Corporate Governance Committee unless otherwise determined by the by-laws of the Corporation or a resolution of the Corporate Governance Committee or the Board.

(i) **Transaction of Business**

The powers of the Corporate Governance Committee may be exercised at a meeting where a quorum is present in person or by telephone or other electronic means, or by resolution in writing signed by all members entitled to vote on that resolution at a meeting of the Corporate Governance Committee.

(j) **Absence of the Chair of the Corporate Governance Committee**

In the absence of the Chair of the Corporate Governance Committee at a meeting of the Corporate Governance Committee, the members in attendance must select one of them to act as chair of that meeting.

(k) **Secretary**

The Corporate Governance Committee may appoint one of its members or any other person to act as secretary.

(l) **Minutes of Meetings**

A person designated by the Chair of the Corporate Governance Committee at each meeting will keep minutes of the proceedings of the Corporate Governance Committee and the Chair will cause the Assistant Secretary to circulate copies of the minutes to each member on a timely basis.

6. **CHAIR OF THE CORPORATE GOVERNANCE COMMITTEE**

Each year, the Board will appoint one member to be the Chair of the Corporate Governance Committee. If, in any year, the Board does not appoint a Chair of the

Corporate Governance Committee, the incumbent Chair of the Corporate Governance Committee will continue in office until a successor is appointed.

7. REMOVAL AND VACANCIES

Any member of the Corporate Governance Committee may be removed and replaced at any time by the Board, and will automatically cease to be a member as soon as he or she ceases to meet the qualifications set out above. The Board will fill vacancies on the Corporate Governance Committee by appointment from among qualified members of the Board on the recommendation of the Corporate Governance Committee. If a vacancy exists on the Corporate Governance Committee, the remaining members will exercise all of its powers so long as a quorum remains in office.

8. ASSESSMENT

At least annually, the Corporate Governance Committee will assess its effectiveness in fulfilling its responsibilities and duties as set out in this Charter and in a manner consistent with the Board Mandate adopted by the Board.

9. REVIEW AND DISCLOSURE

The Corporate Governance Committee will review this Charter at least annually and submit it to the Board for approval together with such amendments as it deems necessary and appropriate.

This Charter will also be posted on the Corporation's Web site and the annual report of the Corporation will state that this Charter is available on the Web site or is available in print to any shareholder who requests a copy.

10. ACCESS TO OUTSIDE ADVISORS

The Corporate Governance Committee may retain any outside advisor, including a director search firm, at the expense of the Corporation at any time and has the authority to determine any such advisor's fees and other retention terms.

The Corporate Governance Committee, and any outside advisors retained by it, will have access to all records and information relating to the Corporation which it deems relevant to the performance of its duties.