

CENTREPORT CANADA INC.

BOARD POLICY NO. 8

COMMUNICATIONS PROTOCOL

1. Definitions

1.01 Unless the context requires or specifies otherwise, in this document the following terms shall have the following meaning:

“**Act**” means *The CentrePort Canada Act*, C.C.S.M. c.C44 and includes any regulations under the Act, as amended from time to time;

“**Board**” means the Board of Directors of the Corporation;

“**CEO**” means the President and Chief Executive Officer for the time being of the Corporation;

“**Corporation**” means CentrePort Canada Inc., established by the Act;

“**Director**” means a member of the Board;

“**Management**” means the CEO and other senior employees of the Corporation;

2. Communication Protocol Objective

2.01 It is a function of the Board to set communications protocol. This Protocol is not intended to act as an arbitrary restraint on communications, but rather to provide the Corporation with a clear, standardized mechanism for the delivery of external corporate and strategic communications. It is important that the Corporation establish communication protocols that best support the organization.

3. Governing Principles

3.01 All communication activity relating to the Corporation’s activities should be:

- Open;
- Transparent;
- Honest;
- Fair;
- Timely;
- Compliant; and

- Relevant to the audience.

4. Communications Protocol

4.01 To the extent practical in any given situation, the Corporation's communications processes should include the following:

- Identify spokesperson(s);
- Gather the who, what, where, when and why of the situation;
- Confirm the facts and prepare backgrounder information;
- Craft press release;
- Notify the Corporation's Board and staff, if appropriate and timely to do so;
- Notify other important stakeholders;
- Communicate with the media;
- Keep a media file of coverage and issue a regular report to the Board - media monitoring/clipping service may be required;
- Update media as situation develops;
- Follow up as needed;
- Pursue opportunities for both paid and earned media;
- Develop marketing and communications campaigns and materials;
- Submit annual marketing and communications plan to the Board for review and approval; and
- Evaluate and refine communications process.

5. Establishing Formal Media Contacts

5.01 It is advantageous to establish designated media spokesperson(s) to ensure consistency of messaging as well as developing a relationship with the media. The Board considers it a function of the CEO or appointed designate to act as the official spokesperson(s) for the Corporation. Contact information shall be made available on the Corporation's website.

6. External Communications (Press Release, Website, Other Materials)

6.01 The development and preparation of corporate communications shall be a function of Management. This includes strategic materials such as the website, news releases, corporate brochures, advertisements and other marketing materials as required. Final approval of corporate communications rests with the CEO.

7. External Communications (Public, Community, Stakeholders)

7.01 As stated above, the CEO or appointed designate shall act as the official spokesperson(s) for the Corporation. However, it is expected that from time to time questions from the public may be directed to the Board rather than to Management. It is important that Directors inform the CEO of such

communications so that proper action and accurate responses can be made by the appropriate representative of the Corporation.

- 7.02 The Board may be asked to assist with communications or a Director may be approached directly to speak publicly about the Corporation. In all instances, Directors are asked to advise the CEO of the request. The CEO is responsible for ensuring that communications activities are properly coordinated and that Directors, where applicable, are provided with the appropriate communications assistance.
- 7.03 In circumstances where it is appropriate for the Board rather than the CEO to communicate on behalf of the Corporation, such communications shall be through the Chair of the Board or his or her designate and not individual Directors.

8. Communications Administrative Function

- 8.01 The CEO may designate, appoint or contract a person (or entity) to support the administrative functions relative to the execution of the Corporation's Communication Protocol.