CALENDAR OF MEETINGS - 2013

TO:	Board of Directors Governance & Nominating Committee
MEETING:	September 25-26, 2012
FROM:	Maryse Bertrand, Vice-President, Real Estate Services, Legal Services, and General Counsel
DECISION SOUGHT:	Approval of the calendar of meetings for 2013
NEXT STEPS:	Prepare draft calendars for 2014 and 2015 based on the 2013 calendar
DATE:	2012-08-29

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A1. CONTEXT

- In June 2012, Board requested that the calendar retain 6 in-person Board meetings.
- Input was also sought from the new Chairperson.

The current meeting frequency is as follows:

- JAN – alternate Montreal & Toronto: Media Strategies, Corporate Plan, Semi-annual Report Card
- FEB – Audit (Ottawa) and Board (Conference call) to approve the QFR
- MAR– Salary planning and Budget Plans
- MAY– Regional meeting: SET salary planning, CEO Performance Plans
- JUN – Ottawa: Annual Report & Semi-Annual Report Card
- AUG– Audit (Ottawa) and Board (Conference call) to approve the QFR
- SEP– Regional meeting: (no mandatory business)
- NOV– alternate Montreal & Toronto - QFR, Ombudsmen Reports

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A2. KEY DECISION ELEMENTS

- **January Meetings**: same as the June 2012 proposal
  - conference call meetings of the Strategic Planning Committee and the Board for the semi-annual report card and the Corporate Plan
- **February Meetings**: same as the June 2012 proposal
  - in-person meetings of the Audit Committee and the Board for the Quarterly Financial Report and the media presentations
  - meetings will alternate between Montreal and Toronto due to the media presentations
- **March Meetings**: same as current calendar but different from the June 2012 proposal
  - in-person meetings of committees and the Board in Ottawa
- **May Meetings**: new proposal
  - in-person meetings of committees and the Board
  - meetings will alternate between Toronto and Montreal

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A2. KEY DECISION ELEMENTS

- **June Meetings**: no change
  - in-person meetings of committees and the Board in Ottawa
- **August Meetings**: no change
  - In-person meeting of the Audit Committee and conference call meeting of the Board for the Quarterly Financial Report
- **September Meetings**: no change
  - regional in-person meetings of committees (if required) and the Board
  - meetings held in conjunction with the Annual Public Meeting
- **November Meetings**: new proposal
  - in-person meetings of committees and the Board in Montreal

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A3. KEY BENEFITS, IMPACTS & RISKS

- Switch of in-person meeting and media presentations from January to February
  - Eliminates workload during holiday period
  - Timing of media presentations is more appropriate
- One regional meeting replaced by a meeting in Montreal
  - Reduces meeting expenses
  - Reduced travel for most members and presenters
- September regional meeting held in conjunction with Annual Public Meeting (APM)
  - All Board members can attend the APM
  - Enables the APM to be held in cities across Canada

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A4. OTHER OPTIONS CONSIDERED

- Status Quo: Keep May's meeting as a regional meeting

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A5. SUCCESS MEASURES

- Board agendas of all in-person meetings are sufficiently full
- Board agendas provide sufficient opportunities for training
- Number of special conference call meetings is low

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A6. RESOLUTION

On the recommendation of the Chairperson of the Board -- That the Governance and Nominating Committee recommend to the Board that the 2013 calendar of meetings be approved as presented.

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B. APPENDICES

- 2013 Calendar of Meetings
- Regular Meeting and Business of the Board and its Committees

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2013 Calendar of Meetings

v. 2012-08-29

XXX = Holiday
QFR = QFR release

Board Committees

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1 XXX	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29 #1	30	31		

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18 XXX	19	20 #2	21 #2	22	23
24	25	26	27	28		

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1 QFR	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26 #3	27 #3	28	29 XXX	30
31 XXX						

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1 XXX	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 #4	15 #4	16	17	18
19	20 XXX	21	22	23	24	25
26	27	28	29	30	31	

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18 #5	19 #5	20	21	22
23	24 XXX	25	26	27	28	29
30						

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1 XXX	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5 XXX	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22 #6	23	24
25	26	27	28	29 QFR	30	31

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2 XXX	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 #7	25 #7	26	27	28
29	30					

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14 XXX	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11 XXX	12	13	14	15	16
17	18	19	20 #8	21 #8	22	23
24	25	26	27	28	29 QFR	30

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25 XXX	26 XXX	27	28
29	30	31				

#1 = CONF. CALL: Strategic Planning (Interim Report Card); Board (Semi-Annual Report Card & Corporate Plan)
#2 = MONTREAL: Audit (Q3FR); Media Presentations**;** Board
#3 = OTTAWA: HR & Gov. (salary planning); Board (Budget Plans)
#4 = TORONTO**:** HR & Gov. (CEO perf. evaluation & plan); Real Estate (plan); Board
#5 = OTTAWA: Audit (FS), HR & Gov. (SET salaries & succession plan); Strat. Plan. (Report Card); Board (Annual Report/FS)
#6 = OTTAWA: Audit (Q1FR); CONF. CALL: Board (Q1FR)
#7 = SASKATOON: Annual Public Meeting; committees as required; Board
#8 = MONTREAL: Audit (Q2FR); Broadcasting (Ombudsmen Reports); Real Estate (progress report); Board

Regular Meetings and Business of the Board and its Committees
(Reports are annual unless otherwise indicated)
(Allocated time is in minutes unless otherwise indicated)
Draft 2012-08-29

Board's Recurring Quarterly Information Reports:	**Audit Committee's Recurring Quarterly Information Reports:**
• Budgetary Management Report • Industrial Relations Report • Government Funding Report • Risk Management Report • Workforce Distribution Report	• Budgetary Management Report • Certificate of Compliance with Investment Policy • Certificate of Payment of Taxes and Hiring Practices • Contracts over $5 million Report • Litigation & Contingencies Report • Procurement Exemptions Report • Risk Management Report

4th Quarter	JANUARY (by conference call)	FEBRUARY (Even Years: Toronto / Odd Years: Montreal)	MARCH (Ottawa)
Board	**Approve:** • Corporate Plan (20) **Review:** • Semi-Annual Report Card (40)	**Approve:** • Q3 Financial Report (20) • Salary Planning Budget (10) **For information:** • Recurring Quarterly Reports	**Approve:** • Salary Planning Budget (10) • Operating & Capital Budgets (4 hrs) **For information:** • Annual Report Update
Broadcasting		**Presentation:** • Media Plans & Strategies (4 hrs) **For information:** • Report to the CRTC	*(Training if schedule permits)*
Audit		**Recommend to the Board:** • Q3 Financial Report (20) **Approve:** • Internal Audit Plan (30) **Review:** • Projected Risks & Mitigation Plans (45) • Q3 Internal Audit Report (20) **For information:** • Insurance Coverage Report • Recurring Quarterly Reports	
Human Res. & Governance			**Approve:** • Directors' Training Plan (20) **Recommend to the Board:** • Salary Planning Budget (20) • Incentive Plan Framework (only if there are changes) (20) **For information:** • Compliance with Code of Conduct and Officers' expenses, benefits and use of assets • Compliance with the Code of Conduct and Conflict of Interest Guidelines • Members' Compliance with Conflict of Interest Disclosures
Real Estate			
Strat. Plan.	**Review:** • Semi-Annual Report Card (90)		

1st Quarter	APRIL (no regular meetings)	MAY (Even Years: Montreal / Odd Years: Toronto)	JUNE (Ottawa)
Board		**Approve:** • CEO's Performance Evaluation (20) • CEO's Performance Plan (15) • Calendar of Meetings and date and location of Annual Public Meeting (5)	**Approve:** • Financial Statements (20) • Annual Report's MD&A (20) • SET Salary Planning (10) **Review:** • Semi-Annual Report Card (40) **For information:** • Report on the Admin. of the Access to Information Act • Report on the Administration of the Privacy Act • Recurring Quarterly Reports • Annual Report's Intro. Pages
Broadcasting		*(Training if schedule permits)*	*(Training if schedule permits)*
Audit			**Recommend to the Board:** • Financial Statements (20) • Annual Report's MD&A (10) **Review:** • Q4 Internal Audit Report (20) • Auditor General's Attest Audit Report (30) • Pension Plan Report (20) **For information:** • Report on Disclosure of Wrongdoings • Other Services provided by the Internal Auditors • Partnership Agreement Report • Annual Compliance Cert. • Recurring Quarterly Reports
Human Res. & Governance		**Recommend to the Board:** • CEO's Performance Evaluation (40) • CEO's Performance Plan (30) • Calendar of Meetings (10) **For information:** • Employment Equity Report • Report on the Operations of the Multiculturalism Act	**Recommend to the Board:** • SET Salary Planning (20) **Approve:** • Management Succession Plan (20) **For information:** • Health, Safety and Environmental Report • Report on the Implementation of the Official Languages Act
Real Estate		**Review:** • Real Estate Strategies & Plans (90)	
Strat. Plan.			**Review:** • Semi-Annual Report Card (90)

2nd Quarter	JULY (no regular meetings)	AUGUST	SEPTEMBER (Region)
Board		**<u>By conference call</u>** **Approve:** • Q1 Financial Report (20) **For information:** • Recurring Quarterly Reports	(No recurring items)
Broadcasting			*(Training if schedule permits)*
Audit		**<u>Ottawa</u>** **Recommend to the Board:** • Q1 Financial Report (30) **Review:** • Q1 Internal Audit Report (20) **For information:** • Recurring Quarterly Reports	
Human Res. & Governance			
Real Estate			
Strat. Plan.			

3rd Quarter	OCTOBER (no regular meetings)	NOVEMBER (Montreal)	DECEMBER (no regular meetings)
Board		**Approve:** • Q2 Financial Report (20) • Nominations to the Pension Board of Trustees (5) **Review:** • Environmental Scan (30) **For information:** • Annual Report Outline • Recurring Quarterly Reports	
Broadcasting		**Review:** • Ombudsmen Reports (45) *(Training if schedule permits)*	
Audit		**Recommend to the Board:** • Q2 Financial Report (20) • Nominations to the Pension Board of Trustees (5) **Review:** • Q2 Internal Audit Report (20) • Auditor General's Audit Plan (30) **For information:** • Recurring Quarterly Reports	
Human Res. & Governance			
Real Estate		**Review:** • Real Estate Strategic Plan Update (60)	
Strat. Plan.			