

Ministre du Patrimoine canadien  
et des Langues officielles



Minister of Canadian Heritage  
and Official Languages

Ottawa, Canada K1A 0M5

07 JUL. 2015

Rémi Racine  
Chairman, Board of Directors  
CBC/Radio-Canada  
PO Box 3220, Station C  
Ottawa, ON K1Y 1E4

I am writing to you, in your capacity as Chairman of the Board of Trustees of XXXX, on the proper stewardship of public resources, an important priority in the context of the management of Crown corporations. As you know, Budget 2015 reiterated that our Government remains committed to ensuring that it delivers its policies, programs and services efficiently and effectively.

In this vein, on June 22, 2015, my colleague, the Honourable Tony Clement, President of the Treasury Board, announced that our Government will extend provisions governing travel, hospitality, conferences and event expenditures to Crown corporations. These provisions require that decisions in these areas are based on necessity and demonstrate value for money. They also require organizations to consider cost savings wherever possible, including options to use teleconferencing and videoconferencing.

Crown corporations, while operating with a significant degree of managerial autonomy, are government organizations that are established in pursuit of public policy objectives and for which ministers—individually and collectively—are accountable. It is in the public interest to have Crown corporations, like other government organizations, hold themselves to the highest standards of probity with respect to their stewardship of public resources. Adhering to these standards is particularly important in matters of travel, hospitality, conference, and event expenditures which, if not managed carefully, can weaken public confidence that public funds are being appropriately used for official purposes.

for employees, executives and board members to respect the same standards, rules, and oversight for travel, hospitality, conferences and events that are applicable to departments and other entities under Treasury Board instruments.

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**Canada**

As a Government of Canada institution, I ask that you respect the spirit and intent of this alignment of travel, hospitality, conference and event policies with Treasury Board requirements to ensure that:

- All employees, executives and board members are subject to the applicable requirements for travel, hospitality, conference, and event participation for departments, and that your policies and procedures are reviewed to ensure alignment to the greatest extent possible, in a manner consistent with your legal obligations.
- These Treasury Board standards include the *Directive on Travel, Hospitality, Conference and Event Expenditures* and related guidelines, the *Special Travel Authorities*, and rules on proactive disclosure of expenditures.
- Any revisions to your travel, hospitality, conference, and event policies would be expected to take into account the approval authorities set out in the above-noted Treasury Board instruments, with modifications to substitute the Chair of the Board of Trustees for the Minister, the President and Chief Executive Officer for the Deputy Minister, and Vice-Presidents for senior departmental managers.

It is also understood that some aspects of Treasury Board travel and hospitality rules may not be compatible with a Crown corporation's legal obligations. Examples include reimbursement rates established by collective bargaining or Treasury Board travel and hospitality policies referencing other policies or directives that are not applicable to Crown corporations.

As your corporation does not produce an annual Corporate Plan for Treasury Board consideration, I would ask that you report on the implementation of this initiative to me through a letter.

While recognizing that your corporation already proactively discloses information on such activities, in examining your corporation's policies and procedures for alignment to Government requirements, I would ask that you also consider approaches to improving transparency and communication to the public on your management of travel and hospitality, including publishing the Corporation's updated policies on its website.

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I ask that you ensure that each Board member receives a copy of this letter. I also ask that you please advise me in writing, no later than close of business on July 8, 2015, of any comments about these provisions that the Board may have.

Please accept my best wishes.

Sincerely,

A handwritten signature in black ink that reads "Shelly Glover". The signature is written in a cursive style with a large, stylized 'S' at the beginning.

The Honourable Shelly Glover, P.C., M.P.

Chairman, Board of Directors  
P.O. Box 3220, Station C  
Ottawa, Ontario, K1Y 1E4

Président du Conseil d'administration  
Case postale 3220, Succursale C  
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Canadian Broadcasting  
Corporation  
Société Radio-Canada



July 12, 2015

The Honourable Shelly Glover, P.C., M.P.  
Minister of Canadian Heritage and Official Languages  
15 Eddy Street  
Gatineau, Quebec  
K1A 0M5

Dear Minister Glover,

I am responding to your letter of July 7, 2015, requesting alignment to the greatest extent possible with the Treasury Board standards governing travel, hospitality, conference and other event spending.

I wish to assure you that CBC/Radio-Canada is aligning to all extents reasonably possible with both the spirit and intent of the Treasury Board standards. The Corporation is keenly aware of the importance of managing expenditures with prudence, both to maximize those resources for our operations, and to maintain the confidence of the public.

Given the Corporation's unique mandate, structure and reporting relationship with the Government there will be a few instances where our policies are not identical, but they do respect the overall intent of those standards.

With respect to spending on travel, hospitality, conferences, and other events, our policies are designed to ensure that expenses are both reasonable and prudent. We will work to further align them with Treasury Board standards when the Board of Directors meets in September 2015. There will likely remain some differences.

In all cases we will ask management to prepare a very clear set of guidelines around these exceptions, including when these exceptions apply and the approval process.

I hope this information provides you with the assurance that CBC/Radio-Canada continues to manage public funds in an appropriate manner.

Regards,

A handwritten signature in black ink, appearing to be "Rémi Racine". The signature is fluid and cursive, with the first name "Rémi" and last name "Racine" clearly distinguishable.

Rémi Racine