

CANADIAN RACE RELATIONS FOUNDATION

POLICY ON TRAVEL, HOSPITALITY, CONFERENCE AND EVENT EXPENDITURES

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GENERAL

1. This policy provides guidelines and procedures for the expenditure of funds in relationship to CRRF Travel, Hospitality, Conferences and Events in a manner consistent with principles of prudent stewardship of public funds and the effective and efficient fiscal management of activities for the purposes of the Canadian Race Relations Act.

CONSIDERATIONS

2. Parliament and Canadians expect the CRRF to carry out its purposes and responsibilities under the CRRF Act with the highest standards of integrity, fiscal prudence, accountability, transparency and values and ethics.
3. Preplanning of activities and budgets is an essential to ensure effective management of financial and human resources.
4. The core activities of the CRRF include round-tables, lectures, conferences and workshops to train or educate others and to inform the public across Canada of the race relations issues to be addressed, the nature and availability of measures or materials to help understand or address these issues, the feedback of affected groups on the barriers they face to participation in Canadian life, and so on.
5. This core work of the CRRF often involves establishing relationships with various institutions, communities with a wide variety of cultural perspectives; with potential donors or patrons; and often to discuss issues or instances of racism, discrimination and what can be done in diverse provinces and regions; and in both official languages.
6. There is often a high degree of the sensitivity of issues discussed and equally, a need to adjust to a wide array of cultural nuances and expectations and to respond appropriately both in terms of in-person representation and hospitality.
7. The Chairperson of the Board, the Executive Director or a duly authorized CRRF representative can be required to participate in meetings with CRRF's key stakeholders or high level officials.
8. Under the CRRF Act, the Board is mandated to meet at least twice a year. Board meetings are to be held at such times and places or by such feasible means as the Chairperson may determine, with due regard for costs and responsible management of funds.
9. Board Committees or Advisory Committees may need to meet in person on occasion for the consideration of questions which require intensive and sustained discussion (e.g. review panels, juries, external advisory councils).

TRAVEL GUIDELINES AND PROCEDURES

10. These Guidelines and Procedures are meant to provide guidelines for the effective, responsible and transparent management of travel expenditures where overnight accommodation or travel outside an authorized traveler's home CMA is involved on behalf of CRRF and their effective, responsible and transparent management.
11. In general, where feasible, travel is to be avoided where cost efficient alternatives are appropriate and available. All such travel should be pre-authorized.

12. Purposes of Travel

For each trip to be pre-authorized, at least one of the following Categories of Travel purposes must be specified.

- i. Travel that is required in support of the direct delivery of the core mandate of the CRRF and promote understanding thereof:
 - (a) CRRF sole or joint programs of education and promotion on race relations;
 - (b) activities and programs for the public, including exhibitions, displays and publications;
 - (c) events where CRRF presence will increase awareness, recognition and appreciation of its core mandate and activities; and/or
 - (d) research with respect to aspects of its core mandate.
- ii. Travel that is necessary:
 - (a) to engage key stakeholders in relation to policy, program or regulatory development or renewal, or funding opportunities or other matters that support the CRRF's new and ongoing programs and working relationship or operations with such stakeholders;
 - (b) to engage honorary patrons, outreach to various private sector, governmental and educational organizations such as the police, academic institutions, businesses and distinguished individuals in Canadian life; and/or
 - (c) to maintain connection to and fulfill our obligations to the Minister and Department responsible for facilitating the reporting of CRRF to Parliament as a Crown Corporation as well as reporting to Parliament and Parliamentary Committees on specific issues as the need and opportunity arise.

- iii. Travel that is necessary to ensure internal governance such as Board and Board Committee meetings or interviewing candidates for paid and/or voluntary assignments or positions.
- iv. Travel to enable the training of employees to meet the assigned duties of their positions.
- v. Other travel. For this Category of Travel, a detailed explanation of the purpose of the trip is required as part of the travel authorization.

13. Authorized travelers

- i. Authorized travelers include all employees of the CRRF, the Board of Directors of the CRRF, and contractors and consultants of the CRRF.
- ii. Outside advisors, consultants and supporters whose travel costs are to be covered will be reimbursed at the general CRRF Board rates and under the same general conditions unless otherwise specified by the Board.

14. Transportation modes

The selection of the mode and class of commercial transportation shall be determined by the Board or management as appropriate, on the basis of cost, convenience and practicality. Tickets should be purchased as far in advance as possible to obtain the lowest possible fare.

15. Travel Expenses

Authorized travelers traveling on CRRF business shall receive allowance for travel, meals, and other expenses in accordance with National Joint Council Guidelines. Per diem payments paid to Board members or other advisors or consultants should be included in calculating the total cost of travel for a particular purpose. Travel advances shall be granted, where feasible, to employees on business travel to cover travel expenses not paid directly by the CRRF.

- i. Air - Although the CRRF will reimburse economy class tickets, the lowest available airfares appropriate to particular itineraries shall be sought when making bookings.
- ii. Train - Rail trips of four continuous hours or less shall be coach class. For longer trips, a higher standard is permitted, taking into account the cost and additional services or comfort provided.
- iii. Bus - Intercity, local bus, streetcar, subway, and shuttle bus or air porter services

should be used wherever feasible and practical.

- iv. Taxi or rental vehicle - Taxis or rental vehicles may be authorized where the use of such transportation is justifiable for CRRF business situations and other more economical alternatives such as local transit, air porter service or private vehicles are unavailable or impractical. Rental vehicles must be covered by liability and collision insurance. Where a rental vehicle is used, the CRRF is not responsible for reimbursing deductible amounts related to insurance coverage or any fines for traffic or parking violations.
- v. Private vehicle – In general, the rates payable for authorized official use of private vehicles for the purpose of CRRF business are in accordance with the Travel Directive, National Joint Council, Appendix B – Kilometric Rates – Modules 1, 2 and 3 as amended from time to time. (<http://www.njc-cnm.gc.ca/directive/index.php?sid=97&lang=eng>) However, for Board related travel, a lesser amount could be agreed to by the Chairperson and the travelling Board member (e.g. cost of gas, receipts to be provided) where the use of a private vehicle will be useful. The CRRF assumes no financial responsibility for privately owned vehicles used for CRRF travel, other than paying the approved kilometric rate or other pre-agreed amount. Where a private vehicle is used, the CRRF is not responsible for reimbursing deductible amounts related to insurance coverage or any fines for traffic or parking violations.

16. Accommodation

- i. Commercial accommodation shall be chosen with convenience, comfort and economy in mind and shall fall within the average rates specified in the government Hotel Directory.
- ii. Private accommodation or accommodation without a receipt will be reimbursed in accordance with National Joint Council Guidelines, Appendix C – Allowances – Modules 1, 2 and 3 as amended from time to time, (<http://www.njc-cnm.gc.ca/directive/index.php?sid=98&lang=eng>) where such claims are made.

17. Meals

- i. For each day or part day in travel status where overnight accommodation is authorized, an employee shall be paid a meal allowance at the rates in accordance with the Travel Directive, National Joint Council, Appendix C – Allowances – Modules 1, 2 and 3 as amended from time to time, for each breakfast, lunch and dinner when applicable. No allowance shall be paid where meals are provided, such as meals provided by a carrier en route, or included in a conference or accommodation costs. An exceptional situation would be where employees have been obliged to incur out-of-pocket expenses to supplement meals provided en route by the carrier. A receipt for reimbursement of such

supplementary meals is required.

- ii. Employees who are required to work through or beyond normal office hours shall be reimbursed according to the meal allowance rates.

18. Incidentals

When sleeping accommodation is authorized and used, an authorized traveler is eligible for an incidental expense allowance that is in accordance with National Joint Council Guidelines, Appendix C – Allowances – Modules 1, 2 and 3 as amended from time to time.

19. Long Distance Calls

An authorized traveler on travel status within Canada and the continental USA shall be reimbursed the costs incurred for local and long distance telephone calls directly related to CRRF business.

20. Travel Administration

Travel administration will follow the CRRF's policy. For all travel-related expenses involving overnight accommodation, or travel outside the originating CMA of the traveller, the travel authorization form will be completed by the traveller and approved by the delegated authority before the travel is undertaken. A note from the Chairperson of the Board authorizing travel for a specific meeting, event or conference where board member presence is considered essential, will also constitute pre-authorization. The appropriate Expense Claim Form shall be completed and submitted with appropriate documentation to the Finance and Administration Director within 30 days of the travel or as soon as practicable. It is the responsibility of the Finance and Administration Director to do the following:

- i. Ensure that travel is authorized on the basis that more economical or practical alternatives are not available;
- ii. Ensure that all travel and the selection and acquisition of related arrangements (transportation, accommodations, advances, etc.) are consistent with this policy and are approved before expenditures are incurred;
- iii. Verify, before payment is made, that claims are consistent with the pre-authorization to travel;
- iv. Submit requests dealing with exceptions to the Executive Director, the Chairperson, or their designates, as appropriate;

- v. Maintain records and submit reports as required (to ensure transparency, travel expenses will be reported publicly in the Annual Report and on the web site of the CRRF);
- vi. Retain adequate audit trails for all travel and for the expenditures approved;
- vii. Ensure that all travel expense claims are paid promptly; and
- viii. Advise the Executive Director or designate where problems exist and propose effective solutions to improve the administration of travel for CRRF staff.

21. Signing Authority

- i. Travel as defined in this Section by employees and contractors that report directly to the Executive Director (ED) or by Board members assisting with program initiatives or operations must be pre-approved by the ED.
- ii. Reimbursement in these cases must be approved by the ED and Director of Finance and Administration.
- iii. Travel by the ED must be approved by the Chairperson of the Board.
- iv. a) Travel by others for the purposes of CRRF governance must be approved by the Chairperson of the Board, or in the absence of the Chairperson, the Vice-Chairperson or the Chair of the Finance and Audit Committee.
b) Travel by Board members for the purposes of participating in CRRF operational programs, events, and interviews may be assigned by Executive Director. The travel authorization must be approved by either the Chairperson of the Board or the Executive Director.
- v. There shall be a pre-approved budget for the Chairperson of the Board and where this is exceeded by more than 10%, any additional needs will require approval of the Executive Committee.
- vi. Where unforeseen needs for travel arise and pre-approval using the standard form is not feasible within the time constraints, post-hoc justification using the standard form is required.

22. Travel within the home CMA of the traveler

The same general principles of cost effectiveness, mode of transportation and purposes of travel apply as in overnight or intercity travel. While pre-approval is not required, it is

the ED's responsibility to manage local travel and ensure sufficient funds are available within the budget. This includes local travel by Board members and the ED.

BOARD HONORARIA AND TRAVEL

Payment to Board Members and Board Appointed Advisors and Consultants

23. Application

The following policy guidelines and procedures are applicable to the Directors who are appointed under the Canadian Race Relations Foundation Act and to those who are appointed as advisors to Board Committees or consultants to the Board.

24. Honoraria

- i. Directors are entitled to honoraria at a daily rate of \$325 for each day of attendance at a meeting duly convened by the Foundation, including general Board meetings, Board Committee meetings, and other assignments approved in Section 21 above.
- ii. Payment of honoraria is also applicable to:
 - (a) traveling time where the time required for travel by air, or train and bus or private vehicle when no flight will be available, between the meeting place and the normal place of residence exceeds three (3) hours;
 - (b) a video or teleconference meeting, including prep time, of three (3) hours or more; and
 - (c) special assignments undertaken following a resolution of the Board or, when time does not permit this, upon approval of the Chairperson or, in the absence of the Chairperson, the Vice-Chairperson or the Chair of the Finance and Audit Committee or the Executive Director.
- iii. Only one payment shall be made in respect of a twenty-four hour calendar day.
- iv. Directors are not entitled to honoraria for activities which, although associated with their responsibilities as directors, are not organized by the Foundation or assigned to them by decision of the Foundation or its Chairperson or its Executive Director.

- v. Honoraria are deemed taxable income by the Canada Revenue Agency and shall be so recorded by the Foundation.
- vi. Where directors donate their honoraria back to the Foundation, income tax receipts will be issued.
- vii. A director may decline to be paid an honorarium, however, declining an honorarium without making an actual donation does not automatically qualify for a tax receipt.
- viii. Advisors or consultants to the Board or a Board Committee are generally to be reimbursed with per diem honoraria of the same amount as Directors and under the same travel directives; however, it may be necessary to undertake to pay consultants for some roles at a higher rate, at which a letter of understanding or a formal contract will be drawn up to specify the work to be done and the rates of remuneration. Such agreements must be approved by the Board before they are implemented and will require the submission of invoices by the consultant for previously agreed upon amounts.

25. Payment and reimbursement of honoraria

- i. Following a Board or Board Committee meeting, or an approved event, directors or advisors may submit a claim for honoraria and/or expenses in accordance with this policy and the CRRF travel policy.
- ii.
 - (a) Where a director undertakes activities directly related to his or her duties as a director, such as speaking about the Foundation or representing the Foundation at events organized by others, an honorarium will not normally be provided, unless, over and above attendance, the director has been given a specific assignment for the event, which takes more than three hours within a 24 hour period; however, in any case, expenses within the allowable limits may be claimed if the Chairperson of the Foundation has, in advance of the event, authorized reimbursement of expenses.
 - (b) Directors should contact the Executive Director, who will consult the Chairperson about the necessary authorization.
 - (c) No honorarium or expenses are payable if they may be recovered from another organization.
- iii. The appropriate claim forms will be provided to the directors and advisors by the Foundation's staff.

- iv. The Foundation will inform the directors of the current rates and allowances provided by the National Joint Council.
- v. Travel and expense claims should be submitted to the Foundation as soon as possible after the activity for which expenses have been incurred.
- vi. Expenses shall be clearly identified on the claim forms provided by the Foundation and accompanied by original receipts, including air tickets.
- vii. For all intents and purposes, electronic receipts issued by airlines, hotels and other service providers are deemed original and acceptable.
- viii. Where circumstances such as long distances are involved, the submission of expense claims and supporting receipts via emails, faxes or other generally recognized electronic means is acceptable, provided that the person(s) responsible for reviewing and approving the claims first consider the validity and reasonableness of every such claim.
- ix. Payment of an honorarium or expense claim shall be made only after it has been duly processed and approved.

26. Precedence

In the event that this policy conflicts with the Privy Council's Remuneration Guidelines for Part-time Governor in Council Appointees in Crown Corporations or any applicable Order in Council, the provisions of the latter shall prevail.

27. Travel

Travel and expense claims should be submitted to the Foundation as soon as possible after a Board or Board Committee meeting or otherwise an authorized activity, for which expenses have been incurred. To facilitate processing and timely financial reporting, Directors are encouraged to submit their claims, wherever possible, within one month of the meeting or activity. Directors are asked to make every reasonable effort to find and utilize the most cost-effective mode of transportation.

- i. Air Travel
 - (a) Air travel for distances of less than 300 km, e.g. between Ottawa and Montreal, is a non-justifiable expense under normal circumstances, considering the alternative modes of travel available (such as train or automobile), and the insignificant time difference involved.

(b) All costs including travel, accommodation and meals must be taken into consideration when calculating the cost benefit of travel arrangements. Where a Director offers to remain on business travel, such as staying over a Saturday night in order to qualify for a reduced airfare, the living expenses from Thursday evening until the first appropriate flight on Sunday will be reimbursed.

(c) Discount air tickets are typically subject to penalties or additional fees for flight changes, and are often non-refundable. Such penalties or fees, up to and including the disposal of a non-refundable ticket, may be paid by the Foundation provided the costs are incurred as a result of CRRF business related changes or other unforeseen circumstances. Directors should take care in selecting appropriate discount fares, keeping in mind the likelihood of subsequent changes in itineraries and the size of the penalties or additional fees and charges. Excursion fares can be less expensive than the full economy fare even when cancellation fees or penalties are paid.

(d) In the event that someone holding a non-refundable ticket is unable to take the flight as scheduled, he or she should not overlook the possibility that an agent may be able to change the dates on the “non-refundable” ticket in co-operation with the air carrier.

ii. Travel by train:

Rail trips of four continuous hours or less shall be by coach class. For longer trips, a higher standard is permitted, taking into account the cost and additional services or comfort provided, with roomette or equivalent accommodation for overnight travel.

iii. Subsections iv and v of Section 15, Subsection ii of Section 16, Subsection i of Section 17, Section 18 and Section 19 herein concerning taxi or rental vehicle, private vehicle, private accommodation or accommodation without a receipt, meals, incidentals and long distance calls also apply under this Section.

28. Transparency and accountability

- i. In keeping with principles of transparency and accountability, travel and hospitality expenses for each member of the Board and Executive personnel shall be reported on the CRRF website on monthly basis to comply with the federal government’s “ Directive on Travel, Hospitality, Conference and Event Expenditures” reporting of the Board and Executive personnel of Crown Corporations.
- ii. Board members and Executive personnel wishing to claim their honoraria and travel expense should submit their claims to the Foundation Director, Finance and

Administration by mail or email within two weeks of any Board or Committee meetings or assignment.

HOSPITALITY GUIDELINES

29. Purpose and scope

The purpose of these guidelines is to ensure that hospitality is only extended in an economical, consistent and appropriate manner when it will facilitate the business of the Canadian Race Relations Foundation or is considered desirable as a matter of courtesy. In all cases where hospitality is offered, economy and consistency shall be maintained, and reimbursement of reasonable hospitality expenses shall be administered in accordance with the provisions herein. For definitions, refer to Appendix A.

30. Hospitality application

These guidelines apply to hospitality expenses for Order in Council appointees, including members of the Board of Directors and the Executive Director. This policy does not include business travel and related expenses including those incurred for attending Board or Committee meetings. Business travel and related expenses are governed by and administered in accordance with the current provisions of the Treasury Board Travel Directive and current policy on travel of the Foundation. Travel and incidental expenses relating to hospitality events and functions incurred by Order in Council appointees are guided by and administered in accordance with the said Travel Directive and policy, and according to the Human Resources Policy Manual in the case of senior staff authorized to offer hospitality.

31. Costs

Functions should minimize costs but be consistent with the following:

- i. the status or rank of the guest(s);
- ii. the number of persons attending; and
- iii. the circumstances.

32. Location

Hospitality in private residences or less formal or recreational settings must have the prior approval of:

- i. the Chairperson of the Board in the case of Board related functions;

- ii. the Chair of the respective Committee in the case of Committee related functions;
or
- iii. the Executive Director in the case of the regular functions of the Foundation,
which the Executive Director supervises.

33. Expense limits

Appendix B - Meal Allowance for Hospitality sets out average and maximum annual per person limits which must be used in planning all hospitality functions, particularly the following:

- i. All meal-related hospitality expenses incurred over the fiscal year must average out to the average per person cost specified in Appendix B.
- ii. The maximum per person cost limits for any form of hospitality may only be exceeded in unusual and non-recurring circumstances and must have the prior approval of the Executive Director in consultation with the Chairperson of the Board and the Chair of the Finance and Audit Committee.

34. Financial control and accounting

The Director of Finance and Administration shall ensure that hospitality expense records contain the following information for each function:

- i. the circumstances, including any requiring special authority (i.e. that deviate from the norm);
- ii. the form of hospitality:
 - (a) breakfast;
 - (b) lunch;
 - (c) dinner;
 - (d) reception;
 - (e) refreshments; or
 - (f) serving beverages (with or without food);
- iii. the cost;
- iv. the location (i.e. private facility, commercial or other establishment);
- v. the number of attendees listed by category (i.e. guests, Foundation employees);
and

- vi. approvals as specified in this policy.

35. Recipients of hospitality

- i. Employees - The following limitations in regard to hospitality to Foundation employees must be respected.

- (a) Hospitality such as beverages, meals, tours or other entertainment is only to be provided to employees who have been identified by prior approval to act as hosts to guests of the Foundation. Employees of the Foundation are not considered to be guests;

- (b) Non-alcoholic beverages may be offered to employees required to work through "breaks" otherwise called "coffee breaks", when justified by management. Such hospitality should be restricted to occasions of a formal nature where the dispersal of participants during a break period is not desirable. Managerial discretion and due regard for economy should be used in identifying such occasions and in ensuring that hospitality is not offered during meetings of close colleagues working together on a regular basis;

- (c) Refreshments, meals, or both may be offered to employees who participate in work sessions extending over meal hours or beyond normal working hours; or

- (d) When employees attend functions at Foundation expense at which there are guests who are not employees, the number of employees must not exceed the number needed to conduct or get feedback on Foundation business.

- ii. Spouse (Accompanying person)

Hospitality extended to the spouse of a person officially attending a function must be restricted to situations where the presence of the spouse enhances the conduct of the function because of protocol and is subject to the prior approval of the Executive Committee.

- iii. Other persons/Events

Hospitality may be extended on behalf of the Foundation on the following occasions:

- (a) when discussions on business matters are held with persons who are not Foundation employees, but who are from other organizations, including but not limited to the public or private entities, industry groups, businesses, non-profit societies, etc.;
- (b) when persons visiting Canada as members of national or international organizations are involved in activities relating to those of the Foundation, or wish to obtain an understanding and an appreciation of the work of the Foundation;
- (c) when the Foundation sponsors formal conferences as part of its Board approved business plan, and other organizations, including but not limited to the public or private entities, industry groups, businesses, non-profit societies, etc. are represented;
- (d) when the Foundation honours a distinguished person as part of its Board approved business plan or programs; or
- (e) when a person who is not a Foundation employee renders a service without remuneration.

36. Exceptions

The business of the Canadian Race Relations requires interaction and consultation with individuals from a wide range of cultural backgrounds, in the context of discussions with various communities in Canada, many of whom place an extra emphasis on hospitality. This is especially true of contacts at the highest levels. Therefore, while being mindful of the need for careful management of hospitality within the guidelines set out below, there may be on rare occasions the need to undertake initiatives which might require greater expenditures. Such occasions should be fully documented and justified in terms of the importance of the hospitality offered and the key objectives and goals of the Foundation being served thereby. All such occasions would require the pre-approval of the Executive Committee.

37. Administration

i. Authorization

- (a) All hospitality expenses are to be pre-authorized and approved in accordance with the provisions of this policy, and are subject to the limits of the budget approved by the Board of Directors. Where necessary and appropriate, the Executive Committee may approve a series of hospitality expenditures to be undertaken by the Chairperson of the Board or by his delegate, previously approved by the Board within the bounds of a previously approved budget.

(b) The Executive Director is responsible for the pre-authorization and approval of hospitality expenses for senior staff and all other employees or personnel who report to that position.

(c) Hospitality expenses for members of the Board of Directors and Committees are to be respectively pre-authorized and approved by the Chairperson and respective Chairs of the Board and Committees, in consultation with the Executive Director.

(d) In all cases, pre-approval must be documented in writing, including the purposes of the hospitality, the recipients, the occasions and the estimated costs.

(e) Hospitality expenses for the Chairperson of the Board are to be approved by the Chair of the Finance and Audit Committee in consultation with the Executive Director.

(f) Hospitality expenses for the Chairs of Committees are to be approved by the Chairperson of the Board in consultation with the Executive Director.

(g) Hospitality expenses for the Executive Director are to be approved by the Chairperson of the Board and the Chair of the Finance and Audit Committee.

(h) Any disagreement concerning hospitality expense claims involving the Executive Director or members of the Board and Committees including the respective Chairs shall be referred to the Executive Committee for a decision.

ii. Responsibilities

(a) The applicable pre-approval must be obtained in advance through a note from the Chairperson, or through a pre-approval form obtainable from the Director of Finance and Administration.

(b) Expense claim forms are obtainable from the Director of Finance and Administration who will be responsible for ensuring that claims submitted conform to CRRF policy.

(c) No reimbursement for any hospitality expense shall be made unless a properly completed Expense claim form together with supporting receipts are submitted, subject to the necessary pre-authorization and/or approval as required.

(d) Every potential claimant for hospitality expenses is to obtain the pre-authorization prior to offering any hospitality or incurring any expenses relating thereto.

EVENT AND COFERENCE ATTENDANCE GUIDELINES

38. Events

Events typically represent or support the business activities and governance of the CRRF and may include both CRRF employees, Board of Director members, consultants or advisors, and non-CRRF employees.

39. Events organized by CRRF solely or in partnership with others

- i. Official Events typically represent or support the business activities and governance of the CRRF and may include both CRRF and non-CRRF employees. Examples of such events include, but are not limited to, round tables, workshops, exhibit openings, conferences, VIP receptions, galas or similar events.
- ii. Small Scale Events: May include, but are not limited to, business meetings with non-CRRF employees where hospitality is extended for courtesy, diplomacy or protocol purposes or whole day work sessions where interruption of the work or the dispersal of participants is not desirable.
- iii. Such events or conferences should be part of an operational plan with a preapproved budget for pre-approved purposes, with pre-approved partners and participants. Individual expenditures will have to receive pre-approval from the Director of Finance and Administration and the Executive Director up to \$5,000, the Executive Director and the Chair of the Finance and Audit Committee for amounts up to \$25,000, and from the Chair of the Finance and Audit Committee and the Chairperson of the Board for expenditures over this amount. Where estimated costs evolve as the event is organized and implemented, and exceed the budget by more than 10%, a further approval must be obtained from the original signing authority as described above. For all events involving outreach to the public, the Board shall be kept apprised of developments, issues in both content and costs so that decisions on how to proceed can be rendered in a timely manner, based on current information.
- iv. The travel authorization and approval for such events shall follow the CRRF travel policy as outlined above.

40. Events organized by others to which CRRF is invited

These may be related to all or parts of CRRF core business but may also come about through CRRF's status as both a participant in the rich and diverse community of NGO's and as Canada's Crown Corporation whose central mandate is cultural diversity and race relations.

41. Factors to consider

- i. Where CRRF employees, Board members or representatives are invited to attend an event organized by others, the decision to attend should be based on factors such as:
 - (a) the significance of the event relative to achieving CRRF objectives including employee training and furthering CRRF strategic or communication plans to increasing awareness and appreciation of CRRF's activities and role;
 - (b) the opportunities to communicate with individuals important to CRRF governance or possibilities for funding and partnerships;
 - (c) the time required; and
 - (d) the costs involved in travel.
- ii. Board members will be eligible to receive the per diem for events where they have been assigned a task by decision of the Foundation or its Chairperson and would spend 3 or more hours in a 24 hour period in carrying it out.
- iii. Those requested to travel locally will be eligible to be reimbursed for local travel costs with the approval of the ED.
- iv. Where intercity travel is involved, an authorizing note from the Chairperson or a signed official travel authorization form signed by the appropriate level of authority is required before travel is undertaken.
- v. The number of employees approved to attend an event should be the number that is required to assist in carrying out or obtaining feedback on the activity. An exception can be made where attendance at a conference, workshop or similar activity is part of an approved and documented employee's training plan.

Appendix A – Hospitality Definitions

Forms of hospitality

- i. Hospitality normally consists of:
 - (a) Breakfast,
 - (b) lunch,
 - (c) dinner,
 - (d) reception,
 - (e) refreshments, or
 - (f) serving beverages (with or without food).

- ii. Official hospitality may exceptionally consist of:
 - (a) tickets to theatre or sporting events,
 - (b) tours of facilities or places relevant to the business of the Foundation,
 - (c) local transportation to and from the function,
 - (d) room rental, or
 - (e) incidentals such as flowers.

Function - is the total cost of all forms of hospitality sponsored by the Foundation, associated with an event. An event may cover a single meal or, such as in the case of a conference, may include various forms of hospitality over a number of days;

Hospitality - is the provision of a reception, refreshments, meals and sometimes entertainment to guests of the Foundation. (Refreshments refer to beverages and light snacks);

Protocol - is a set of conventions governing correct etiquette and precedence.

Appendix B - Meal Allowance for Hospitality

Forms of Hospitality	Average Per Person Cost	Maximum Per Person Cost
Breakfast	1.5 X Breakfast Allowance*	1.5 X Average per person cost
Lunch	2 X Lunch Allowance*	1.5 X Average per person cost
Dinner	1.75 X Dinner Allowance*	1.5 X Average per person cost
Reception	2 X Breakfast Allowance*	1.5 X Average per person cost
Refreshments	The costs for beverages or food shall not exceed the usual local prices per serving.	

* For current meal allowances, see the Treasury Board Travel Directive and Appendix C thereof.

Note: All meal-related hospitality expenses incurred over the fiscal year must average out to the average per person cost.

CMA means the Census Metropolitan Area (added by AT)