



ANNUAL REPORT 2008–2009

MESSAGE FROM THE SECRETARY TO THE GOVERNOR GENERAL AND HERALD CHANCELLOR

We are pleased to invite Canadians to review the *2008–2009 Annual Report of the Office of the Secretary to the Governor General*. This annual report describes the key activities of the Office, along with the costs. More importantly, the report reflects the value that the Office of the Secretary of the Governor General provides to every Canadian.

The Office of the Secretary to the Governor General exists to support the Governor General and Commander-in-Chief of Canada as she executes her constitutional and state duties. The Office also works to offer a program that highlights the evolving nature of Canadian society and the contributions and achievements of Canadians.

As senior adviser, the Secretary provides the Governor General with support for her constitutional, official and ceremonial duties. The Secretary helps to shape and interpret the Governor General's orientation, vision and program. In addition, the Secretary must respond promptly to changing circumstances, ensuring that the Governor General's activities are relevant and that her events proceed smoothly. This annual report contains the story of how we accomplished this goal in 2008–2009.

In my work to execute the Office's mandate, I am grateful to the six federal departments and agencies whose support enables the Governor General to serve the people of Canada: the Department of National Defence, the Royal Canadian Mounted Police, the National Capital Commission, Foreign Affairs and International Trade Canada, Public Works and Government Services Canada, and Canadian Heritage. Their contributions are identified later in the report.

I wish to conclude by expressing my deepest thanks to all members of the staff of the Office of the Secretary to the Governor General for their professionalism, dedication, commitment to excellence and stewardship of the resources that Canadians have entrusted to them.

Sheila-Marie Cook

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
OVERVIEW OF THE ROLES AND RESPONSIBILITIES OF THEIR EXCELLENCIES THE RIGHT HONOURABLE MICHAËLLE JEAN AND MR. JEAN-DANIEL LAFOND	3
OVERVIEW OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL.....	4
THE GOVERNOR GENERAL AND THE CANADIAN CONSTITUTION.....	5
THE GOVERNOR GENERAL AND THE CANADIAN STATE.....	8
BREAKING DOWN SOLITUDES.....	12
PUBLIC PROGRAMS	20
HONOURING CANADIANS AND RECOGNIZING EXCELLENCE.....	23
INTERNAL SERVICES.....	25
APPENDIX A: SUPPORT FROM OTHER GOVERNMENT DEPARTMENTS	27
APPENDIX B	28
2008–2009 EXPENDITURES.....	28
APPENDIX C: FINANCIAL STATEMENTS OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL FOR THE YEAR ENDED MARCH 31, 2009.....	29
APPENDIX D: THE CANADIAN HONOURS SYSTEM IN 2008–2009	41
APPENDIX E: INTERNAL SERVICES – PROGRAM ACTIVITY.....	45
APPENDIX F.....	49
WEBSITE VISITOR STATISTICS 2008–2009	49

OVERVIEW OF THE ROLES AND RESPONSIBILITIES OF THEIR EXCELLENCIES THE RIGHT HONOURABLE MICHAËLLE JEAN AND MR. JEAN-DANIEL LAFOND

Their Excellencies the Right Honourable Michaëlle Jean and Mr. Jean-Daniel Lafond – Communicating Canada to all

1. Her Excellency the Right Honourable Michaëlle Jean

Her Excellency the Right Honourable Michaëlle Jean is Canada's 27th Governor General. Since her inauguration as Governor General on September 27, 2005, she has served as the representative of Queen Elizabeth II, Canada's head of state.

This legal and historical convention means that the Governor General acts on the advice of the Canadian government, in Canada and abroad, in the following four areas:

- exercising constitutional and state responsibilities;
- honouring Canadians and recognizing excellence;
- engaging in public programs intended to celebrate Canada and its qualities and to help build our nation; and
- working to break down solitudes as a key focus of her mandate as Governor General.

2. His Excellency Jean-Daniel Lafond

As spouse of the Governor General, His Excellency Jean-Daniel Lafond is the Viceregal Consort of Canada. He plays a tangible role in fulfilling the Governor General's mandate by taking part in official ceremonies and national celebrations, such as the opening of Parliament, Order of Canada investiture ceremonies, Canada Day events, the reception of foreign dignitaries and the Governor General's visits at home and abroad.

The spouse of the Governor General is designated His or Her Excellency while in office. In addition, the spouse is granted membership in the Order of Canada at the level of Companion, and is designated a knight or dame of the Most Venerable Order of the Hospital of St. John of Jerusalem.

Since his arrival at Rideau Hall, His Excellency Jean-Daniel Lafond has supported the Governor General in her efforts to break down solitudes. To enrich national dialogue, he has embarked on two ambitious projects: the *Art Matters* forum series and the *Citizen Voices* website. These initiatives are described in detail in this report.

OVERVIEW OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

The Secretary is the principal adviser and Deputy to the Governor General, and as such is responsible for all aspects of the administration and operations of the Office of the Secretary to the Governor General (OSGG). Her mission is to enable the Governor General to fulfill her constitutional, state, ceremonial and other responsibilities. The Secretary is also the Herald Chancellor and is the Secretary General of the Order of Canada.

The OSGG plans and implements the Governor General's program and the many activities she undertakes with and on behalf of Canadians, in Canada and abroad, and with the Canadian Forces as their Commander-in-Chief.

The mandates of six federal government departments and agencies require them to support the activities of the Governor General. The contributions of the Department of National Defence, the Royal Canadian Mounted Police, the National Capital Commission, Foreign Affairs and International Trade Canada, Public Works and Government Services Canada, and Canadian Heritage are described in Appendix A. For 2008–2009, these services had a total value of \$22 million.

To help Canadians understand the roles and responsibilities of the Governor General, the OSGG operates a public information program, as well as visitor information programs at the Governor General's official residences: Rideau Hall in Ottawa, and the Citadelle in Quebec City.

The OSGG also administers the Canadian Honours Program, which includes the Order of Canada and the Canadian Victoria Cross.

The operations of the OSGG are paid for by funding allocated by Parliament. For 2008–2009, expenses totalled \$20,218,454, consisting of

- \$9,764,910 for the constitutional, state, ceremonial and other programs;
- \$2,986,621 for the Canadian Honours Program;
- \$4,932,975 for corporate management; and
- \$2,533,948 for statutory (non-discretionary) expenditures.

Detailed financial reports are provided as Appendix B and Appendix C.

THE GOVERNOR GENERAL AND THE CANADIAN CONSTITUTION

The Governor General's Constitutional Responsibilities – In the service of Canada

1. The Governor General – Representing our Sovereign

Canada's system of government is a constitutional monarchy. Under this system, the Governor General serves as the representative of Queen Elizabeth II, Canada's head of state, while the Prime Minister is the head of government. Both operate within Canada's Parliament. Parliament consists of three essential components: the Queen (as represented by the Governor General), the Senate and the House of Commons.

Under the *Canadian Constitution* (1867) and the *Letters Patent Constituting the Office of the Governor General and Commander-in-Chief of Canada* (1947), the Governor General of Canada is authorized to exercise the Queen's executive powers and responsibilities on the advice of members of the Privy Council. However, in practice, the Prime Minister and Cabinet exercise this power within the framework of Canada's constitutional monarchy system of government.

This legal and historical convention means that the Governor General acts on the advice of the Canadian government. However, she also has the right to advise, to encourage and to warn. Non-partisan and non-political, the Governor General offers valued counsel to the Prime Minister and to Cabinet.

2. The Governor General and Parliament – Ensuring the functioning of parliamentary democracy

First among the executive powers the Governor General is authorized to employ is the power to **summon, dissolve and prorogue Parliament** (discontinue a parliamentary session without dissolving Parliament). Closely linked with this power is the legal power to **appoint and dismiss governments**.

On the advice of the Prime Minister, the Governor General dissolved the 39th Parliament on September 7, 2008, and a general election was held on October 14, 2008. This election yielded a minority government (a government without an absolute majority of seats in the House of Commons) under the incumbent Prime Minister, the Right Honourable Stephen Harper.

Four weeks after the Governor General swore in the new Cabinet, and two weeks after she summoned the 40th Parliament with the Speech from the Throne on November 19, 2008, the Prime Minister met with the Governor General to request the prorogation of Parliament. In response, the Governor General granted this request.

3. The Governor General and the Privy Council – Ensuring an executive

Another important executive power the Governor General is authorized to use is to **ensure that Canada always has a Prime Minister**. For example, if no party has a clear majority after an election, or if the Prime Minister were to die in office, the Governor General would have to choose a successor.

The 2008 general election did not result in a majority of House of Commons seats for any party. However, the incumbent Prime Minister's party elected the largest number of representatives necessary to maintain confidence in the House of Commons. As a result, on October 30, 2008, **the Governor General presided over the swearing-in of the 27th Ministry** in the lead-up to the opening of the 40th Parliament.

On the recommendation of the Prime Minister, the Governor General honoured 15 individuals with the lifetime title of **Privy Councillor** in 2008–2009. These recipients include past and present members of the Cabinet, other past and present Members of Parliament and Senators, past and present Chief Justices of the Supreme Court, and other distinguished Canadians.

4. The Governor General and Royal Assent – From bill to law

Neither the Queen nor the Governor General participates in Canada's legislative process, save for signifying the Queen's approval to a bill passed by both the House of Commons and the Senate. This final step of the legislative process is known as the **granting of Royal Assent**, and is necessary for a bill to become law. In 2008–2009, the Governor General granted Royal Assent to 26 bills. Royal Assent is usually granted by written proclamation at Rideau Hall.

5. The Governor General and Orders in Council – Administering Canada

The Governor General's formal executive authority, carried out upon the recommendations of the Prime Minister and the Cabinet, is called "governor-in-council". As a result, Cabinet decisions on specific matters carrying legal force to implement government rule making and administration are referred to as **orders-in-council**. Technically speaking, any Cabinet directive is an agreement arrived at in Council with the Governor General absent. However, by convention, the Governor General grants approval to any Cabinet decision or bill approved by Parliament.

In 2008–2009, the Governor General granted approval to 1,850 orders-in-council, which together deal with a wide variety of public policy issues. The orders-in-council can be classified in two major categories – regulations for the administration of our country, and appointments on the authority of the Prime Minister and the Cabinet.

6. The Governor General as Commander-in-Chief – Saluting Canada’s military at home and abroad

As part of her executive powers, the Governor General serves as **Commander-in-Chief of Canada**. In this capacity, the Governor General plays a major role in promoting Canada’s military at home and abroad.

Recognition of the military’s importance can take many forms. The Governor General visits Canadian Forces bases across Canada and abroad to take part in military ceremonies as well as to see troops off to active duty and to see them return from active duty. In addition, the Governor General encourages excellence and morale among the Forces. She does this by such means as presenting colours and military service awards, opening new facilities and participating in commemorative ceremonies for special anniversaries.

As Commander-in-Chief, the Governor General took part in the following activities in 2008–2009:

- unveiling of the Canadian Victoria Cross;
- hosting of two Order of Military Merit investitures and two ceremonies for the presentation of Meritorious Service and Military Valour Decorations;
- reopening ceremonies for the Royal Military College in Saint-Jean-sur-Richelieu;
- inauguration of the Beechwood National Memorial Centre in Ottawa;
- inspection of the Ceremonial Guard at Rideau Hall to mark the beginning of public duties such as the Changing of the Guard;
- presiding over the ceremony for the transfer of command of the Canadian Forces from General Rick Hillier to General Walter Natynczyk;
- inspection of the troops at the national Remembrance Day ceremony in Ottawa;
- co-hosting of the Silver Cross Luncheon with the Chief of the Defence Staff at Rideau Hall;
- welcoming of soldiers upon their return from Afghanistan;
- offering of condolences to the families of fallen soldiers on behalf of all Canadians;
- repatriation ceremonies for fallen soldiers from Afghanistan and meetings with their families;
- attendance at screenings of the films *Front Lines* and *Passchendaele* at the Canadian War Museum in Ottawa;
- presentation of Colours to the Royal 22nd Regiment in Quebec City; and
- presentation of scrolls to general and flag officers and meetings with members of the Armed Forces Council.

Each of these activities served to raise Canadians’ awareness of the Canadian Forces and the important role they play in promoting Canada’s interests at home and abroad.

THE GOVERNOR GENERAL AND THE CANADIAN STATE

The Governor General's State Responsibilities – Reflecting Canada to all

1. The Governor General – Representing Canada at home and abroad

Acting on behalf of Queen Elizabeth II, Canada's head of state, the Governor General has four state responsibilities involving the representation of Canada at home and abroad. These responsibilities require the Governor General to:

- welcome and host world leaders;
- receive letters of credence or commission from foreign heads of mission who are accredited to Canada;
- confirm the appointment of Canadian heads of mission to be posted abroad; and
- represent Canada abroad.

2. The Governor General and World Leaders – Hospitality in the Canadian interest

At the request of the Canadian government, the Governor General **welcomes and hosts world leaders and other dignitaries** who travel to Canada on state visits, on courtesy calls, for meetings and for working sessions.

State visits are the highest form of diplomatic relations between two countries. On May 26, 2008, the Governor General welcomed His Excellency Viktor Yushchenko, President of Ukraine, and his spouse, Mrs. Kateryna Yushchenko, to Rideau Hall at the start of a three-day state visit to Canada. This state visit led to greater commercial relations between the two countries as well as to discussions of Ukraine's future regarding the North Atlantic Treaty Organization and bilateral cooperation in Afghanistan. The state visit also allowed the President to meet with Canadians of Ukrainian origin in Ottawa, Toronto and Winnipeg, who together form one of the largest Ukrainian diasporas outside Ukraine.

In addition to hosting state visits, the Governor General receives and meets with world leaders and other dignitaries during courtesy calls and working sessions. Such meetings serve to enhance Canada's bilateral and multilateral relationships with other nations and to facilitate the exchange of information in fields of importance to our country. In 2008–2009, the Governor General met with the following leaders and dignitaries:

- His Excellency the Honourable Sir Anand Satyanand, Governor General of New Zealand (May 1, 2008);
- Her Excellency Michelle Bachelet, President of Chile (June 10, 2008);
- His Royal Highness the Earl of Wessex (June 5, 2008);
- His Excellency Nicolas Sarkozy, President of the French Republic, and His Excellency José Manuel Durão Barroso, President of the European

March 27, 2010

- Commission, during the Canada–European Union Summit (October 17, 2008);
- Mr. Alain Juppé, Mayor of Bordeaux and former Prime Minister of the French Republic (November 13, 2008);
- Mr. Albert Sachs, Justice at the Constitutional Court of South Africa (June 30, 2008);
- The Honorable Barack H. Obama, President of the United States of America (February 19, 2009); and
- His Excellency Abdou Diouf, Secretary General of the International Organization of la Francophonie (March 24, 2009).

The 2008 Francophonie Summit in Quebec City represents another example of how the hospitality shown by the Governor General towards world leaders works in Canada's best interests. From October 17 to 19, the Governor General welcomed all official delegations to the Summit, including many heads of state. During the Summit, Her Excellency met with several members of the Francophonie community, including

- His Excellency Abdou Diouf, Secretary General of the International Organization of la Francophonie;
- His Excellency Abdelaziz Bouteflika, President of the People's Democratic Republic of Algeria;
- His Majesty Preah Bat Samdech Preah Boromneath Norodom Sihamoni, King of the Kingdom of Cambodia;
- His Excellency René Préval, President of the Republic of Haïti;
- His Excellency Amadou Toumany Traoré Touré, President of the Republic of Mali;
- His Excellency Abbés El Fassis, Prime Minister of the Kingdom of Morocco;
- His Excellency Abdoulaye Wade, President of the Republic of Senegal; and
- His Excellency Mohammed Ghannouchi, Prime Minister of the Tunisian Republic.

The work conducted by the delegations led to the adoption of four resolutions. These resolutions address the promotion of the French language, children's rights, the promotion of tourism in the francophone nations of the South, and the improvement of living conditions for displaced persons within francophone states.

3. The Governor General and Foreign Heads of Mission – Introducing Canada to the diplomatic corps

As the Sovereign's representative, the Governor General receives the **letters of credence or commission of foreign heads of mission** accredited to Canada. A letter of credence or commission is a letter, usually sent by one head of state to another that formally grants diplomatic accreditation to a named individual to be his or her ambassador in the country of the head of state receiving the letter.

Currently, more than 120 foreign heads of mission are accredited to Canada. In 2008–2009, the Governor General received the letters of credence or commission of 48 of these individuals during 12 receptions held at Rideau Hall or the Citadelle. She also hosted a levee for members of the Diplomatic Corps in January 2009.

4. The Governor General and Canadian Heads of Mission – Introducing Canada’s diplomats to the world

Just as she receives the credentials of foreign heads of mission accredited to Canada, the **Governor General confirms the appointment of heads of mission** to represent Canada’s diplomatic interests abroad. This is done by way of letters of credence, which are run in the name of the Governor General. In 2008–2009, the Governor General approved the appointment of 43 heads of mission. In addition, she held a reception for outgoing Canadian diplomats.

5. The Governor General and Trips Abroad – Putting Canada’s best foot forward on the international scene

At the request of the Canadian government and at the invitation of a host government or organization, the Governor General **represents Canada abroad during state, official and working visits**. She conducted four such visits in 2008–2009.

During these visits, the Governor General’s most important task is to promote Canada. She also acts to strengthen existing international relations and to enrich ties in various sectors of Canadian life. The Governor General conducts these tasks at the request of the Prime Minister and with the assistance of government departments such as Foreign Affairs and International Trade, National Defence, and the Canadian International Development Agency. In order to accomplish these goals, the Governor General is accompanied by a delegation of people from every region of Canada who represent various Canadian interests, achievements and expertise.

From November 24 to December 3, 2008, the Governor General undertook a state visit to the Republic of Hungary, the Slovak Republic and the Czech Republic, as well as making a brief visit to the Republic of Slovenia. The visits highlighted democratic transition in the four countries, Canada’s historic and cultural ties with these nations, our growing trade relationships, and our joint participation in North Atlantic Treaty Organization missions, especially the reconstruction efforts in Afghanistan. During these visits, the Governor General took part in various ways:

- holding talks with the heads of state as well as the heads of Government and other legislators during private meetings, state dinners and courtesy calls in each of the four republics;
- promoting the benefits of economic collaboration during visits to facilities such as the Bombardier Rail Assembly Plant in Dunakezski, Hungary;
- attending a reception with members of the Canadian community in Hungary;

March 27, 2010

- unveiling a memorial plaque in honour of Hungarian refugees to Canada after the 1956 Revolution and laying a wreath by a plaque commemorating the deaths of three residents of Bratislava, Slovakia, after the 1968 Soviet-led *Warsaw Pact* invasion;
- participating in forums and panel discussions with youth groups, academics, community leaders and local non-governmental organizations on subjects such as globalization, cultural diversity, youth in society, and civic engagement in Hungary, Slovakia and the Czech Republic;
- making visits to cultural institutions such as the State Scientific Library in Banska Bystrica, Slovakia, for the opening of the *Images and Reflections* art exhibit from the Triangle Gallery of Calgary; and
- hosting *Art Matters* forums to discuss recent developments in the Hungarian, Slovakian and Canadian film industries.

From May 6 to 10, 2008, the Governor General conducted an official visit to France to mark three significant historical events in Canadian–French relations:

- She participated in a French ceremony celebrating Victory in Europe Day in Ouistreham, Normandy, and paid respects to Canadian soldiers buried in the Canadian military cemetery at Bény-Revières, accompanied by His Excellency Nicolas Sarkozy, President of the French Republic.
- At the invitation of the mayors of La Rochelle, Rochefort and Royan, the Governor General accepted *Le Grand Livre de Champlain* on behalf of the Canadian people. This gift was given at a ceremony marking the 400th anniversary of the founding of Quebec City.
- In Bordeaux, the Governor General participated in ceremonies and in a round-table discussion to mark the May 10 anniversary of the abolition of slavery. She did so at the invitation of Alain Juppé, Mayor of Bordeaux.

The Governor General paid a working visit to the country of her birth, the Republic of Haiti, from January 15 to 18, 2009. Her visit demonstrated Canada's humanitarian aid to the Haitian people in the disaster areas of Les Cayes and Ennery as they struggled to cope with a food crisis in addition to the after-effects of hurricanes and tropical storms. The Governor General also had the opportunity to review development strategies intended to strengthen the democratization of Haitian political and judicial institutions. Haiti is Canada's most important long-term development assistance beneficiary in the Americas, and the second largest in the world.

Empowering women to become effective leaders was the purpose of the International Colloquium on Women's Empowerment, Leadership Development, International Peace and Security held in Monrovia, Liberia, on March 7 and 8, 2009. The Governor General represented Canada at this colloquium at the invitation of the President of Liberia, Her Excellency Ellen Johnson-Sirleaf. On the eve of International Women's Day, the Governor General delivered a speech on the importance of educating and mobilizing women to fight exclusion and oppression. She also attended a meeting of the Council of Women World Leaders at the invitation of Mary Robinson, former President of Ireland.

BREAKING DOWN SOLITUDES

The Governor General's Engagement with Canadians – Encouraging dialogue on what matters

1. The Governor General – Breaking Down Solitudes

In her inaugural speech on September 27, 2005, Michaëlle Jean promised that a key focus of her mandate as Canada's 27th Governor General would be "Breaking Down Solitudes". This mandate extends beyond the relationship between linguistic groups in Canada to include relations between peoples of all racial, cultural and gender groups. To break down solitudes in Canada and beyond, the Governor General, along with her spouse, invites people to talk about issues that matter. She does so in several ways:

- hosting events and a visitors' program at her two official residences;
- travelling extensively across Canada, taking part in a variety of events, meeting Canadians in their communities and discussing issues of local, national and global concern;
- encouraging Canadians to build a compassionate society and to work together to create strong and generous communities: Their Excellencies accomplish this goal through sponsoring forums and other activities intended to engage youth, empower women, and let people know that art matters;
- communicating directly with Canadians through regular correspondence as well as in messages to mark anniversaries and other special occasions; and
- using communications tools, such as the Internet and printed publications, to engage Canadians in the celebration of Canada and the building of our nation.

By listening to the concerns of Canadians and engaging them in dialogue, the Governor General encourages reflection and empathy, cultivates excellence, promotes national identity and fosters Canadian unity. In this way, she encourages us all to forge bonds of fellowship and to help strengthen the social ties between the many cultures that make up today's Canada. The Governor General would like us to meet our realities head on; she validates and supports our initiatives.

2. The Governor General and the Official Residences – Hosting events in celebration of things Canadian

As part of her work in breaking down solitudes, every year the Governor General **hosts a number of events at the official residences**: Rideau Hall in Ottawa and the Citadelle in Quebec City. These events relate to her traditional, constitutional, state and ceremonial roles and responsibilities, as well as to the Canadian Honours program.

For many reasons, 2008–2009 was an important and memorable year. During this period, the Governor General met with representatives of numerous organizations to celebrate milestones with them. Here are just a few examples:

March 27, 2010

- the Vancouver Olympic Committee (VANOC) and the Paralympics Committee, to discuss planning for the 2010 Winter Olympic and Paralympic Games to be held in Vancouver;
- the Canadian Nurses Association, to celebrate the centenary of its creation with the unveiling of the Association's new armorial bearings;
- the Delta Kappa Gamma Society International, which received Her Excellency as a member;
- the International Council on Monuments and Sites (ICOMOS), which held its 16th General Assembly and Scientific Symposium in Quebec City from September 29 to October 4, 2008; and
- the Canada–United Kingdom Legal Exchange Program, which held its September 2008 meeting in Ottawa.

In addition, the Governor General launched the Royal Canadian Legion's 2008 poppy campaign and the Canadian Cancer Society's annual daffodil campaign at Rideau Hall. This official residence also served as the backdrop when Their Excellencies and volunteers from Rideau Hall welcomed 2,000 children and their families to explore its "haunted" grounds on Halloween.

In 2008–2009, more than 6,600 people attended 63 events at Rideau Hall; more than 2,880 people attended 26 events at the Citadelle.

3. The Governor General Visiting Canadians – Promoting our national identity at every stop

For the Governor General, another key tool in the breaking down of solitudes is **visiting Canadians wherever they may live in Canada.**

During these visits, Their Excellencies participate in countless activities, from large-scale public events such as citizenship ceremonies to school visits to events that feature innovative community projects and round-table discussions on youth, women's issues, the arts and other social issues that are critical to the communities they visit. In 2008–2009, Their Excellencies visited the following locales in Canada:

- From April 13 to 17, 2008, the Governor General visited **Inuvik** and **Tuktoyaktuk** in the **Northwest Territories**, meeting with leaders, Elders and youth from the Gwich'in, Inuvialuit and Métis communities. These gatherings took place during such activities as a visit to the Western Arctic Regional Centre, a round-table discussion at the Gwich'in Wellness Facility and Healing Camp, participation in the National Inuit Education Summit, and a community gathering featuring cultural performances, Arctic sports demonstrations and displays of local crafts.
- In June 2008, the Governor General visited **Calgary**, **Banff** and **Edmonton**. Her **Alberta** tour began with the launch of the 2008 *Governor General's Canadian Leadership Conference* at the Glenbow Museum in Calgary. The Governor General then travelled to Banff with conference delegates to take part in the *Leadership and Community* conference. She completed her tour in Edmonton, where she received an honorary doctorate from the University of Alberta.

March 27, 2010

- On June 21, 2008, the Governor General marked National Aboriginal Day by participating as the guest of honour in a conference on *Perspectives, Realities and Strengths of Aboriginal Women* in **Wendake, Québec**.
- Throughout the spring, summer and fall of 2008, Their Excellencies had several opportunities to participate in celebrations marking the 400th anniversary of **Quebec City**. Many of these activities are described elsewhere in this annual report.
- On August 21, 2008, Their Excellencies attended the opening ceremonies of the *Montreal World Film Festival* in **Montréal, Québec**.
- The Governor General delivered the keynote address to open the *International Council for the Exploration of the Sea Annual Science Conference* in **Halifax, Nova Scotia**, on September 22, 2008.
- In October 2008, the Governor General presented the Governor General's Caring Canadian Award to 14 volunteers and presided over the official opening of Michaëlle Jean Public School in **Toronto, Ontario**.

4. The Governor General Engaging Youth – Listening to the future

Since the beginning of her mandate, the Governor General has made youth a priority. She has tried to create forums in which all Canadians would feel comfortable sharing their views, but has recognized that youth are especially likely to feel pushed aside or left behind.

The key to making the Governor General relevant to youth, Her Excellency concluded, was to talk to them. For that reason, she has made particular efforts to create discussion spaces in which young people feel welcome – and, most importantly, feel *heard* – by hosting **Youth Dialogues**.

- In January 2009, to mark the inauguration of United States President Barack Obama, Their Excellencies hosted a discussion with close to 220 youth interested in building a better world.
- Two months later, the Governor General hosted workshops followed by a Youth Dialogue entitled *What About Us? Women and Girls Changing the Shape of Democracy*. This dialogue marked the launch of the Experiences Mentorship Programme of Equal Voices, in collaboration with Status of Women Canada.

During 2008–2009, **Urban Arts forums** and **Art Matters forums** were organized in communities in Canada and in Europe. These ventures allowed creative young Canadians to tell exciting stories about how they were using art to improve their communities.

These young people told the Governor General that they want people of all ages to understand the ways in which many youth are using arts and culture to transform despair and indifference into hope and social change. Young people want more opportunities to meet with each other and to meet with leaders who can support youth initiatives.

March 27, 2010

Another activity for youth is linked to the Order of Canada, which recognizes Canadians who have exemplified the values of dedication and service and have made major achievements in the community and in Canada as a whole. That willingness to give does not end with their induction into the Order; the Governor General has found a way to harness their generosity of spirit. In 2008, she created the **Order of Canada Mentorship Program**, which paired 25 exceptional Canadians between the ages of 18 and 25 with members of the Order of Canada.

Many of these mentors experienced the importance of a good mentor earlier in their lives. They see the program as an opportunity to give back to the community. As mentor Craig Kielburger, OC, said, “Mentoring is all about inspiring the next generation. Paying it forward is the ultimate thank you.”

The Governor General’s vision extended beyond the 50 Canadians who directly participated in the mentoring program. By setting up an online platform for the program and encouraging participants to blog and take part in online forums, she made it possible for all Canadians to share in the learning.

5. The Governor General Empowering Women – Seeking safety and a voice

For the Governor General, denying more than half of the world’s population the most basic human rights is one of the worst scandals of our time. This situation has inspired her determination to **break down the wall of solitude** and **give a voice to women**.

She believes that being safe – at home, in our neighbourhoods, in our communities – is a basic right that is denied to women all too often, even in our so-called progressive societies. That is why she has made violence against women a priority in her mandate. This commitment stems from her years spent working with women and children who had suffered through many forms of violence – work that led her to help establish a network of shelters for them.

In 2008–2009, on several occasions, the Governor General shared with other women her hopes and concerns for the future of women and how to empower them. Two major events are described here:

- To mark International Women’s Day, the Governor General welcomed over 100 young people from across Canada for a Youth Dialogue entitled *What About Us? Women and Girls Changing the Shape of Democracy*. This dialogue was staged in cooperation with Status of Women Canada and the non-profit organization Equal Voices. Canadians across the country had the opportunity to watch the live webcast of this March 3, 2008, event and to participate in an online forum on the theme “What should be done to encourage more young women to be involved in democratic life?”
- In March 2009, the Governor General represented Canada at the *International Colloquium on Women’s Empowerment, Leadership Development, International Peace and Security*, held in Monrovia, Liberia. This colloquium is described in more detail in the chapter entitled “The Governor General and the Canadian State”.

6. The Governor General and the Arts – Art matters

For every ceremony honouring and rewarding the talents of Canadian artists, Rideau Hall – on His Excellency Jean-Daniel Lafond’s initiative – organizes a public forum called *Art Matters*. These forums bring together laureates, artists, academics, administrators and members of the public to discuss and examine the challenges facing culture in our society. Along with accompanying websites, blogs, webcasts and videos, the *Art Matters* forums encourage dialogue and provide a space for reflection on the creative process and how it is received by society.

Thirteen *Art Matters* forums were staged in Canada and abroad in 2008–2009. These forums covered the following topics in art and culture:

- *Made in Canada: Art as an Essential Resource* (an interdisciplinary forum held at the Banff Centre in Banff, Alberta – April 24 to 26, 2008);
- *Staging the Body: New Embodiments, New Dialogues* (a discussion on how the body can be used to put on an act, to dance, or to create an image; how the body can be staged – May 2, 2008);
- *The Francophonies: Can This Mobile and Interconnected World Promote the Fair Circulation of Ideas and Creators?* (a forum held in Bordeaux, France, during an official visit to France by Their Excellencies – May 9, 2008);
- *The French Language, the Homeland of Creation: How Can a World of Mobility and Connections Promote an Equitable Circulation of Ideas and Creators? How Can We Benefit from This Drive to Support the Development of Local Creative Spaces and International Dialogue?* (a continuation of the May 9, 2008, *Art Matters* forum held at the Citadelle in Quebec City);
- *Truth or Plausibility?* (a forum on how the media reflect Canadian society – June 13, 2008);
- *How Do We Sustain Buildings? How Do Buildings Sustain Us?* (a forum held at Carleton University’s Azrieli School of Architecture and Urbanism – October 15, 2008);
- *Regional French / Canada Cinematographic Creation* (a forum held in La Rochelle, France, during His Excellency Jean-Daniel Lafond’s patronage of the *Escales documentaires festival international du documentaire de création* film festival – November 10, 2008);
- *The Canadian and Hungarian Film and Cultural Industries* (a forum held during Their Excellencies’ state visit to Budapest, Hungary – November 25, 2008);
- *Political Art* (a forum held during Their Excellencies’ state visit to Prague, Czech Republic – December 2, 2008);
- *A Passion for Reading* (a forum held at the Ottawa Public Library and organized in conjunction with the 2008 *Governor General’s Literary Awards* – December 9, 2008);
- *How to Energize Communities Through Art?* (a forum organized as part of the *High Performance Rodeo Festival* held in Calgary, Alberta – January 25, 2009);

March 27, 2010

- *How Does Music Bring Us Together?* (a forum organized in conjunction with the *Governor General's Performing Arts Awards* held in Toronto, Ontario – March 2, 2009); and
- *Igniting an Electrifying and Unifying Atmosphere Around the Visual and Media Arts* (a forum held at Rideau Hall in conjunction with the 10th annual *Governor General's Awards in Visual and Media Arts* – March 24, 2009).

7. The Governor General and Citizen Voices – A cyberspace venue for dialogue

In September 2006, Their Excellencies launched the *Citizen Voices website*. This annual report covers the first full year of operation for *Citizen Voices* as a venue for dialogue and debate, a place to put into action the mantra that governance is more about listening than talking.

Over the course of the year, during her travels in Canada and abroad, the Governor General sought out opportunities to engage people, especially young people, in discussion about democracy, about society, about human rights – about the things that matter to them.

What are the triggers for these discussions? Triggers could be events here in Canada or on the other side of the world. They might be linked to the Governor General directly, such as an Order of Canada appointment, or indirectly, such as the death of a teenager. The discussions could be continuations of live exchanges initiated by the Governor General in Ottawa or Edmonton or Dubrovnik. The common denominator is that the issues and events matter to participants.

8. The Governor General and Correspondence – A tried and true means of dialogue

Although we live in an age of electronic media, **anniversary and other special messages** as well as **written correspondence** continue to help break down solitudes. Judging by the volume of requests, it is clear that many Canadians appreciate receiving birthday and anniversary greetings and other special messages from the Governor General to mark major occasions in their lives. The Governor General also communicates by mail with those who correspond with her in this fashion.

During 2008–2009, the OSGG sent 25,709 messages to mark personal or organizational anniversaries, to express condolences at the passing of individuals, or to congratulate Canadians on special achievements. In addition, she sent 2,624 letters to individuals and organizations in Canada and abroad in response to letters received, and responded to 1,739 e-mail messages.

9. The Governor General and Public Affairs – Reaching out to Canadians

The Governor General also uses public affairs initiatives to break down solitudes. This practice involves media relations, marketing, Internet sites and blogs, and printed publications. These tools extend the reach of her message throughout Canada and abroad.

Examples of the Governor General's public affairs programming in 2008–2009 are varied:

- The Rideau Hall Press Office issued 134 news releases and media advisories, as well as 48 Governor General's messages. The Press Office received over 150 interview requests and hundreds of calls from journalists on issues related to the Governor General's responsibilities.
- The Governor General's two websites, www.gg.ca and the interactive www.citizenvoices.gg.ca, continued to feature customized web pages that inform readers about the Governor General's ceremonies, state visits, Youth Programs and *Art Matters* forums.
- Features were added to the websites to make them more informative and to encourage repeat visits while offering greater insights into the Governor General's official activities. These features include a subscription e-bulletin service and a higher degree of integration between the two websites.
- The Department of National Defence supplies official photography and videography services to the Governor General. These services provided approximately 11,500 photographs of the Governor General's official activities. Videos of certain events are featured at www.gg.ca and www.citizenvoices.gg.ca.
- All seven Governor General's Award ceremonies held during 2008–2009 were supported by media relations activities and feature pages on www.gg.ca and www.citizenvoices.ca.
- Rogers Community Television continued to broadcast all Order of Canada ceremonies. In addition, Rogers Community Television began to broadcast these events on the Internet so recipients' friends and family members who were unable to attend could watch the ceremonies live from Rideau Hall.
- A primary way for the Governor General to stay in touch with Members of the Order of Canada is through the *Order of Canada Newsletter*. In 2008–2009, three issues of the newsletter were published.
- To support the June 2008 launch of the Order of Canada Mentorship Program, the Governor General used several communications tools to promote the program and support participants. These tools included a press release to announce the program launch as well as various electronic links between mentors and "mentorees": an internal website; blogs and testimonials on www.citizenvoices.gg.ca; a mentorship section on www.gg.ca and www.citizenvoices.gg.ca; and two live chats involving the Governor General and participants in the mentorship program, held on July 9, 2008, and February 20, 2009.

- Sixty-two public notices, issued in brochures and in community and tourist publications, promoted visitor and education programs at Rideau Hall and the Citadelle.
- The 400th anniversary of Quebec City featured prominently in all promotions for the Citadelle and on special web pages. In addition, public notices and e-flyers were produced to support the exhibitions and activities linked with the anniversary.
- The Office published web pages and e-flyers to promote the 10 Youth Dialogues and Urban Arts Forums as well as the 13 *Art Matters* forums held in Canada and abroad. A partnership with the Cable Public Affairs Channel (CPAC) led to the promotion and broadcast of two Youth Dialogues at Rideau Hall: *Youth and the Power of Hope*, on the day of the 2009 U.S. Presidential Inauguration, and *What About Us? Women and Girls Changing the Shape of Democracy*, in honour of International Women's Day.
- Publications for the Governor General's state visits to Hungary, Slovak Republic, Czech Republic and Slovenia included Delegate Biographies, State Dinner Speeches and e-bulletins. Some of these publications were available in the following languages: English, French, Hungarian, Czech, Slovak and Slovene.
- A new format for the Official State Visit Journal publication was created. This new format includes speeches and blogs, not only from the Governor General, but also from delegates and program participants abroad. This revamped publication serves to raise awareness of the state visits and to showcase the impact that these visits have on Canada's bilateral relations with other nations around the world.

PUBLIC PROGRAMS

Public Events at the Official Residences – Celebrating Canada

1. Rideau Hall and the Citadelle – Our national gathering places

Rideau Hall is the official residence and workplace of every governor general since Canada's birth in 1867. Located on picturesque grounds at One Sussex Drive in Ottawa, Rideau Hall is the largest official residence in the National Capital Region.

The Citadelle overlooks the St. Lawrence River from the heart of Quebec City. This splendid heritage structure has served as a second official residence for every governor general since 1872.

Rideau Hall and the Citadelle have a long and rich tradition as gathering places. Over the years, they have become increasingly open and accessible to Canadians. In this spirit, both official residences serve as stages for public events such as concerts, tours and open houses. These activities celebrate Canadian history, reinforce common values, explore cross-cultural collaborations and feature Canadian artists.

2. Governor General's Summer Concerts – Showcasing artistic excellence

During summer 2008, the Governor General hosted a number of free outdoor concerts on the grounds of Rideau Hall. Over 3,600 music lovers attended a series of weekend concerts starring Canadian musical talent – the rousing military music of the Band of the Ceremonial Guard, the soothing Italian baroque pieces of guitarist Andrew Mah and violinist Renée-Paule Gauthier, as well as the dynamic fusion of Eastern and Western rhythms played by the all-female OnnanoKo Drumming Ensemble.

3. Countdown to the 2010 Winter Olympics – Going for gold

Over 180 schoolchildren, along with current and former Olympians, joined Their Excellencies on February 12, 2009, to mark the one-year countdown to the 2010 Winter Olympic Games in Vancouver, British Columbia. The grounds of Rideau Hall became centre stage to outdoor winter activities in the presence of the Winter Olympic Games mascots, Sumi, Quatchi and Miga. The children – along with Canadian Olympic medallists Elizabeth Manley, Gaétan Boucher and Nancy Greene Raine, Canadian Paralympic medallist Todd Nicholson, and 2010 Winter Olympic Games hopeful Véronique Fortin – watched as the Governor General unveiled a prototype of the 2010 Olympic torch.

4. Open House at the Citadelle – Highlighting a national treasure

On June 28, 2008, over 1,000 people attended an open house at the Citadelle as part of the celebrations marking the 400th anniversary of the founding of Quebec City. Visitors had the opportunity to meet Their Excellencies, tour the official residence and admire the scenic panoramas of the St. Lawrence River and Quebec City's historic quarter. The visitors also viewed special historical exhibitions on Quebec City and its founders and listened to lively military and folkloric musical performances. In addition, Canadian Forces displays gave open-house participants the opportunity to send messages to our troops overseas.

5. Quebec City's 400th Anniversary – Celebrating our roots

From May to September 2008, Their Excellencies sponsored a series of artistic exhibits, cultural activities, lectures and discussions in partnership with groups in Canada and la Francophonie to mark Quebec City's 400th anniversary. These activities included:

- the inauguration of the Cap-aux-Diamants Redoubt, a rare remnant of Quebec's earliest fortifications;
- the display of the gift *Le Grand Livre de Champlain*, a major work of art that Their Excellencies accepted, on behalf of the Canadian people, during their May 2008 official visit to France;
- an official gun salute from seven Canadian and foreign ships as they travelled past the Citadelle;
- a dialogue with youth from over 30 countries on how young people can meet current global challenges;
- an official welcome of participants in the *Cap sur les ports francophones* discussions and artistic performances on culture and la Francophonie;
- an *Art Matters* forum in honour of the *Cap sur les ports francophones* initiative; and
- a philosophy café and a conference on la Francophonie and the future of the French language, as well as a history lecture on *The Enigma of Champlain*.

6. Residence Visitors' Programs – Appreciating our history today

Rideau Hall and the Citadelle recount Canada's history from the time of New France to today. During 2008–2009, more than 148,000 people visited these two examples of our nation's artistic and cultural heritage. These official residences offer free tours of the residence and grounds, as well as art tours and family activities that are open to all.

Visitors to Rideau Hall can tour the ceremonial rooms where Canadians are honoured and dignitaries are welcomed. Also open to the public are the magnificent Crown Collection of Canadian art and furniture, artwork on loan from various Canadian museums and art galleries, a unique portrait gallery of former governors general, some of Canada's finest stained glass, and thought-provoking temporary exhibitions.

Styled like an English country estate, the grounds outside Rideau Hall feature more than 10,000 trees that provide year-round beauty. In summer, visitors to the grounds can sit on the grass to enjoy a picnic they have brought or take part in a treasure hunt. In winter, they can skate on an outdoor rink.

At the Citadelle, visitors can tour the state rooms and discover the residence's architecture and beautiful collections of furnishings and artwork that represent a variety of eras and styles. At the nearby Cap-aux-Diamants Redoubt, they can view one of Canada's oldest military buildings. The Redoubt features three vaults, interactive exhibits, historical illustrations and audio presentations. Together, these tour attractions recall both the history of this remarkable defence works and the past and present of the oldest public office in Canada: that of the Governor General.

HONOURING CANADIANS AND RECOGNIZING EXCELLENCE

The Canadian Honours System – For valour, bravery, excellence and service

1. The Chancellery of Honours – Ensuring dignified, meaningful recognition

Every year, the Governor General presents national honours to recognize significant achievement, bravery and exceptional service to Canada or to humanity at large. Together these honours, decorations and medals form the Canadian Honours System.

Assisting the Governor General in the administration of this system of national honours is the Chancellery of Honours. The Chancellery, which is part of the Office of the Secretary to the Governor General, administers current national honours in Canada and oversees the process of creation of new honours.

Investiture ceremonies are held regularly at Rideau Hall and the Citadelle. Occasionally, they are held in other locations in Canada.

2. National Honours in 2008–2009 – Highlights of a year of excellence

The Governor General hosted three Order of Canada investitures, two Order of Military Merit investitures, two ceremonies to present Meritorious Service and Military Valour Decorations, a Bravery ceremony and an Order of Merit of the Police Forces investiture. A total of 396 national award recipients and 1,623 guests from across Canada attended these ceremonies.

The Governor General also presided over two Caring Canadian Award presentations in recognition of the commitment of 44 outstanding volunteers to their communities.

3. New Medals – The Canadian Victoria Cross and the Sacrifice Medal

On May 16, 2008, the Governor General unveiled the Canadian Victoria Cross at Rideau Hall in the presence of many distinguished guests.

The Victoria Cross was created for the members of the Canadian Forces to recognize the highest acts of valour, self-sacrifice or extreme devotion to duty, in the presence of the enemy.

The new medal retains a similar design and the same awarding criteria as the British Victoria Cross. The original decoration was created by Queen Victoria in 1856, and was awarded to Canadians in all wars until 1945. The Chancellery of Honours worked in partnership with the Department of National Defence, Natural Resources Canada, the Royal Canadian Mint, Veterans Affairs Canada, the Department of Canadian Heritage and the Ministry of Defence of the United Kingdom to produce the Canadian Victoria Cross.

March 27, 2010

On August 29, 2008, the Governor General announced that Her Majesty Queen Elizabeth II approved the creation of the Sacrifice Medal. The medal will be awarded to military personnel, members of allied forces and Canadian civilians working under the authority of the Canadian Forces who suffered wounds or death caused by hostile action on or after October 7, 2001.

4. The Canadian Heraldic Authority – Serving Canadians since 1988

The Chancellery of Honours is also responsible for the Canadian Heraldic Authority, an office with the Governor General at its head. The Authority creates and officializes new coats of arms, flags and badges for Canadian citizens, corporate bodies and units of the Canadian Armed Forces.

The principal objective of the Canadian Heraldic Authority is to ensure that all Canadians who wish to use heraldry have access to it. The Authority also encourages good heraldic practice in Canada by working to the highest standards of the art form and by developing research and registration procedures that are consistent with an international level of excellence.

In the pursuit of these goals, the Canadian Heraldic Authority launched an online register for coats of arms, flags and badges in 2005.

The online register will eventually contain the basic information and illustrations for the emblems recorded in all five volumes of the *Public Register of Arms, Flags and Badges of Canada*. As of 2008–2009, the online register contained the first 100 pages of Volume III, all 538 pages of Volume IV, and pages 1 to 100 of Volume V. The register will be updated several times a year, shortly after the publication of new Grants, Registrations, Approvals and Confirmations in the *Canada Gazette*.

INTERNAL SERVICES

There is a clear division of labour within the Office of the Secretary to the Governor General: some staff members serve the Governor General and the public, while others are the administrative backbone of the organization. Members of the latter group are less visible but no less vital to the Office's success. These "backbone" functions, known as corporate services, are essential to the health of the OSGG.

With strong management, efficient work practices and qualified, dedicated staff, an organization is likely to perform well and achieve its mission. As this report reveals, the OSGG is a well-managed, productive organization with highly competent staff that consistently meets its objectives and helps the Governor General of Canada to accomplish her mandate.

Within the 2008–2011 Strategic Plan and the 2008–2011 Human Resources Plan, the OSGG has identified two key strategic priorities:

- enhancing management practices and strategic management in the areas of risk management, performance management and enhanced information management; and
- recognizing and valuing employees.

Both of these strategic priorities are described in greater detail in Appendix E.

The following list presents key issues for enhanced management practices and strategic management:

- strategic planning;
- integrated business planning;
- strengthening internal controls;
- budgeting and monitoring of budgets;
- improved reporting and monthly financial information to support decision making;
- governance process and tools to support funding decisions;
- development of risk management and performance measurement frameworks;
- development of a retention and disposal framework for OSGG records; and
- enhancement of Information Technology (IT) security processes and policy.

Three key issues for recognizing and valuing employees have been identified:

- replenishing the workforce;
- offering a performance management and learning strategy; and
- developing new or revised human resources "well-being" programs.

March 27, 2010

Recently, like many organizations, the Office of the Secretary to the Governor General has had to do more with less. Financial and human resources are more limited than in the past, even though the workload has increased. In spite of these limitations, we have succeeded in completing many initiatives linked to the 2008–2009 strategic objectives. A number of these initiatives – such as developing an intranet infrastructure, a performance management strategy and a risk management framework – have given us the tools to achieve greater things with fewer resources.

We are pleased with what we have been able to accomplish with the resources available to us, but we are not content to stop there. Rather, we are convinced that we can achieve even more in future fiscal years. The bar has been raised, and we have embraced the challenge.

APPENDIX A: SUPPORT FROM OTHER GOVERNMENT DEPARTMENTS

In addition to the support provided by the Office of the Secretary to the Governor General (OSGG), six federal government departments and agencies are also mandated to support the activities of the Governor General, as follows:

- The **Department of National Defence (DND)** provides logistical support and transportation (similar to the support provided to the Prime Minister) to the Governor General in her official capacity;
- The **Royal Canadian Mounted Police (RCMP)** provides support in matters related to security and personal protection services (similar to the support provided to the Prime Minister) to the Governor General and her spouse, domestically and abroad;
- The **National Capital Commission (NCC)** is responsible for preservation, maintenance and capital construction projects for all the official residences located in the National Capital Region, including Rideau Hall;
- **Foreign Affairs and International Trade Canada (DFAIT)** advises the Governor General on all matters related to foreign policy, and funds incoming state visits as well as the Governor General's international program and activities undertaken at the request of the Prime Minister;
- **Public Works and Government Services Canada (PWGSC)** provides the OSGG with support for the Citadelle in Quebec City and accommodation for the Chancellery of Canadian Honours, as well as services such as those of the Receiver General;
- The OSGG also works closely with other agencies such as **Canadian Heritage (CH)**, which is the lead department for related activities including Royal visits, state funerals, national memorial services and special anniversary celebrations.

These departments and agencies provide this support to the Governor General as part of their statutory responsibility, and seek funds to fulfill these responsibilities as part of their own appropriations. In 2008–2009, support provided by these six departments and agencies totalled \$22 million (see Figure 2). These funds are sought and spent directly by the government departments and agencies concerned and are not transferred to the budget of the OSGG.

Figure 2 – Support from other government departments*

DND ¹	RCMP	NCC ²	DFAIT	PWGSC	CH
\$7.4	\$4.3	\$6.8	\$1.9	\$1.6	\$0

* All dollar figures are in millions

1. The main contributors to the overall DND support costs are aircraft expenses and personnel costs; both of these costs have increased steadily over the years.
2. The cost of support provided to the OSGG by the NCC includes three major capital projects related to the rehabilitation to the perimeter fence (\$.5M), the greenhouses (\$.5M) and the Visitor Centre at 11 Rideau Gate (\$.5M).

The OSGG's 2008–2009 financial statements (Appendix C) reflect services provided without charge by other government departments that are typical to most departments (e.g., accommodation, legal services, employer's contribution to health and dental insurance plans).

**APPENDIX B
2008–2009 EXPENDITURES**

OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

Program Activities by Sub-Activity

**2008–09 Actuals
(in dollars)**

Non-Statutory Budgetary Expenditures

Constitutional, State, Ceremonial and Public Programs

Salaries	6 895 797
State Ceremonial	25 200
Transition Activities	--
Program Planning & Implementation	1 380 228
Communications & Public Information	287 654
Visitor Services	626 340
Former Governors General Support	549 690
Sub-total:	9 764 910

Canadian Honours Program

Salaries	2 177 463
Honours Events Program	323 675
Canadian Orders, Decorations, Medals and Awards	377 737
Canadian Heraldic Authority Program	56 490
Canadian Honours Program Support	51 256
Sub-total:	2 986 621

Corporate Management

Salaries	3 419 728
Corporate Planning and Financial Management	33 875
Human Resources Management	162 522
Information Technology and Information Management	871 520
Facilities, Materiel and Transportation Management	445 330
Sub-total:	4 932 975

Statutory Budgetary Expenditures

Governor General's Salary	123 900
Annuities – Former Governors General	437 856
Employer Contribution – Employee Benefits Plan	1 972 192
Spending of Proceeds from Crown Assets	--
Sub-total:	2 533 948

Total Expenditures against appropriation: **20 218 454**

Reference Level:	20 512 005
Surplus:	293,551

**APPENDIX C:
FINANCIAL STATEMENTS OF THE
OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL
FOR THE YEAR ENDED MARCH 31, 2009**

**Office of the Secretary to the Governor General
Statement of Management Responsibility**

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2009, and all information contained in these statements rests with the management of the Office of the Secretary to the Governor General (OSGG). These financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the OSGG's financial transactions. Financial information submitted to the *Public Accounts of Canada* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the OSGG.

The financial statements of the OSGG have not been audited.

Sheila-Marie Cook
Secretary to the Governor General
and Herald Chancellor

Dorothy M. Grandmaitre
A/Director General, Corporate Services

Ottawa, Canada
June 12, 2009

March 27, 2010

Office of the Secretary to the Governor General
Statement of Operations (Unaudited)

For the Year Ended March 31
(in dollars)

	2009	2008
Expenses (Note 4)		
Constitutional, State, Ceremonial and Public Programs	23,720,245	23,254,107
Canadian Honours Program	6,246,048	5,807,482
Total Expenses	29,966,293	29,061,589
Revenues (Note 5)		
Constitutional, State, Ceremonial and Public Programs	73,183	120,387
Canadian Honours Program	22,620	53,806
Total Revenues	95,803	174,193
Net Cost of Operations	29,870,490	28,887,396

The accompanying notes form an integral part of these financial statements.

Office of the Secretary to the Governor General
Statement of Financial Position (Unaudited)

At March 31

(in dollars)

	2009	2008
ASSETS		
Financial assets:		
Accounts receivable and advances (Note 6)	52,130	112,817
Gift shop inventory	68,552	61,891
Total financial assets	120,682	174,708
Non-financial assets:		
Medals and official gifts	412,826	520,909
Tangible capital assets (Note 7)	159,758	267,684
Total non-financial assets	572,584	788,593
TOTAL ASSETS	693,266	963,301
LIABILITIES		
Accounts payable and accrued liabilities	1,561,258	1,481,875
Vacation pay and compensatory leave	474,763	455,672
Deferred revenue (Note 8)	4,430	24,450
Employee severance benefits (Note 9)	2,358,695	2,248,192
TOTAL LIABILITIES	4,399,146	4,210,189
Equity of Canada	(3,705,880)	(3,246,888)
TOTAL	693,266	963,301

The accompanying notes form an integral part of these financial statements

March 27, 2010

Office of the Secretary to the Governor General
Statement of Cash Flow (Unaudited)

For the Year Ended March 31
(in dollars)

	2009	2008
Operating activities		
Net cost of operations	29,870,490	28,887,396
Non cash items:		
Services received without charge (Note 10)	(9,408,897)	(9,390,454)
Amortization of tangible capital assets	(157,605)	(302,387)
Variations in Statement of Financial Position		
Decrease (increase) in liabilities	(188,957)	(8,842)
Increase (decrease) in financial assets	(54,026)	(168,959)
Increase (decrease) in medals and official gifts	(108,083)	11,274
Cash used by operating activities	<u>19,952,922</u>	<u>19,028,028</u>
Capital investment activities		
Acquisitions of tangible capital assets (Note 7)	49,679	18,070
Cash used by capital investment activities	<u>49,679</u>	<u>18,070</u>
Financing activities		
Net Cash Provided by Government of Canada	<u>(20,002,601)</u>	<u>(19,046,098)</u>

The accompanying notes form an integral part of these financial statements.

Office of the Secretary to the Governor General

Notes to the Financial Statements (*Unaudited*)

1. Authority and Objectives

The Office of the Secretary to the Governor General (OSGG) was designated a department for purposes of the Financial Administration Act (FAA) by P.C. 1952-1903 dated March 31, 1952.

The primary objectives of the OSGG are to enable the Governor General, representing the Crown in Canada, to fulfill state and ceremonial public duties, including the recognition of excellence. The OSGG also provides for expenditures in respect of pensions and activities performed by former Governors General. To reflect these objectives, the operations of the OSGG are divided into two program activities:

- (a) Constitutional, State, Ceremonial and Public Programs – support to the Governor General for program planning and implementation, communications, citizen access and visitor services, and to support activities performed by former Governors General; and,
- (b) Canadian Honours Program – The Honours program includes the administration of Canadian Orders, Decorations, Medals and Awards as well as the Canadian Heraldic Authority.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

- (a) Parliamentary appropriations – the OSGG is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the OSGG do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the two bases of reporting.
- (b) Net Cash Provided by Government – The OSGG operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the OSGG is deposited to the CRF and all cash disbursements made by the OSGG are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between other departments of the federal government.
- (c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the OSGG. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.
- (d) Revenues – Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.
 - o Funds received from external parties for specified purposes are recorded upon receipt as deferred revenues. These revenues are recognized in the period in which the related expenses are incurred.

**Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)**

- (e) Expenses – Expenses are recorded on the accrual basis:
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
 - Services received without charge from other government departments and Crown corporations for accommodation, the employer’s contribution to the health and dental insurance plans, and legal services are recorded as operating expenses at their estimated costs.
- (f) Employee future benefits:
- Pension benefits: Eligible employees participate in the Public Service Superannuation Plan, administered by the Government of Canada. The OSGG’s contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the OSGG to make contributions for any actuarial deficiencies of the Plan.
 - Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.
- (g) Accounts receivable are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.
- (h) Gift Shop Inventory – Gift shop inventory is valued at the lower of cost or net realizable value.
- (i) Medals and Official Gifts – Medals for the Order of Canada insignia and other honours, held for distribution in the future, are recorded at original cost.
- (j) Tangible capital assets – All tangible capital assets and leasehold improvements having an initial cost of \$5,000 or more are recorded at their acquisition cost. The OSGG does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, or museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization period
Informatics hardware	3 years
Informatics software	7 years
Motor vehicles	5 years
Other Equipment	10 years

- (k) Annuity Payments to Former Governors General – Pursuant to provisions contained within the *Governor General’s Act* and the *Supplementary Retirement Benefits Act*, taxable annuities are paid to: (i) former Governors General; and (ii) surviving spouses of former Governors General. These annuities are indexed annually to the Consumer Price Index and are recognized as an expense in the period in which payment is due.

**Office of the Secretary to the Governor General
Notes to the Financial Statements (*Unaudited*)**

- (l) Measurement uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses found in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The OSGG receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the OSGG has different net results of operations for the year on a government-funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

**Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)**

a) Reconciliation of net cost of operations to current year appropriations used	2009	2008
	(in dollars)	
Net cost of operations	29,870,489	28,887,396
Adjustments:		
Items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Services received without charge (Note 10)	(9,408,897)	(9,390,454)
Medals and official gifts issued	(222,365)	(242,726)
Amortization of tangible capital assets	(157,605)	(302,387)
Employee severance benefits	(110,502)	50,754
Inventory costs	(52,127)	(66,207)
Vacation pay and compensatory leave	(19,090)	104,337
Revenue not available for spending	95,803	174,711
	<u>(9,874,783)</u>	<u>(9,671,972)</u>
Items not affecting net cost of operations but affecting appropriations		
Add (Less): Purchase of medals and official gifts	122,478	211,666
Purchase of gift shop inventory	50,591	55,039
Acquisitions of tangible capital assets	49,679	18,070
Other	-	(10,000)
	<u>222,748</u>	<u>274,775</u>
Current year appropriations used	<u>20,218,454</u>	<u>19,490,199</u>
b) Appropriations provided and used	2009	2008
	(in dollars)	
Vote 1 - Program expenditures	17,978,057	17,537,549
Statutory amounts	2,534,103	2,501,139
Total appropriations provided	<u>20,512,160</u>	<u>20,038,688</u>
Less:		
Lapsed appropriations: Program expenditures	(293,551)	(548,347)
Lapsed appropriations: Statutory	(142)	-
Available for use in future years	(13)	(142)
Current year appropriations used	<u>20,218,454</u>	<u>19,490,199</u>
c) Reconciliation of net cash provided by Government to current year appropriations used	2009	2008
	(in dollars)	
Net cash provided by Government	20,002,601	19,046,098
Revenue not available for spending	95,803	174,711
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivables and advances	60,687	153,159
Variation in accounts payable and accrued liabilities	79,383	163,933
Variation in deferred revenue	(20,020)	-
Other	-	(47,702)
	<u>120,050</u>	<u>269,390</u>
Current year appropriations used	<u>20,218,454</u>	<u>19,490,199</u>

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)

4. Expenses

A summary of expenses for the year ended March 31 is as follows:

	2009	2008
	(in dollars)	
Expenses		
Salaries and employee benefits	16,178,774	14,826,449
Accommodation provided by Public Works and National Capital Commission	8,441,408	8,577,182
Materials and supplies	1,199,320	1,375,993
Professional services	870,767	739,942
Other business services	855,377	793,589
Travel	663,741	769,194
Annuity payments to former Governors General	437,856	429,346
Telecommunications	388,595	396,481
Information services	291,946	452,448
Repairs and Maintenance	194,607	164,901
Rentals	163,838	124,560
Amortization of tangible capital assets	157,605	302,387
Postage, Freight and Cartage	112,122	103,088
Miscellaneous	10,337	6,029
Total	29,966,293	29,061,589

5. Revenues

A summary of revenues for the year ended March 31 is as follows:

	2009	2008
	(in dollars)	
Gift Shop	73,170	102,373
Heraldic User Fees	22,620	23,916
Other	13	47,904
Total	95,803	174,193

6. Accounts Receivable and Advances

The following table presents details of accounts receivables and advances.

	2009	2008
	(in dollars)	
Receivables from other Federal government departments and agencies	41,906	102,817
Employee advances	10,000	10,000
External parties	224	-
Total	52,130	112,817

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)

7. Tangible Capital Assets

(in dollars)

Cost (in dollars)	Opening Balance	Acquisitions	Disposals & Write-offs	Closing Balance
Informatics Hardware	891,203	49,679	-	940,882
Informatics Software	194,496	-	-	194,496
Motor Vehicles	326,628	-	-	326,628
Other Equipment	18,422	-	-	18,422
Total cost	1,430,749	49,679	0	1,480,428

Accumulated amortization (in dollars)	Opening Balance	Current year amortization	Disposals & Write-offs	Closing Balance
Informatics Hardware	781,952	105,624	-	887,576
Informatics Software	117,863	27,785	-	145,648
Motor Vehicles	259,566	22,354	-	281,920
Other Equipment	3,684	1,842	-	5,526
Total accumulated amortization	1,163,065	157,605	0	1,320,670

Net book value

(in dollars)

	2009	2008
Informatics Hardware	53,306	109,251
Informatics Software	48,848	76,633
Motor Vehicles	44,708	67,062
Other Equipment	12,896	14,738
Total net book value	159,758	267,684

Amortization expense for the year ended March 31, 2009 is \$157,605 (\$302,387 in 2007-08)

Office of the Secretary to the Governor General Notes to the Financial Statements (Unaudited)

8. Deferred Revenue

This account has been established to record gifts, donations or bequests to Rideau Hall from private organizations and individuals to fund specific initiatives.

	2009	2008
	(in dollars)	
Opening Balance	24,450	24,450
Payments	(20,020)	-
Closing Balance	4,430	24,450

9. Employee Benefits

(a) Pension benefits: The employees of the OSGG participate in the Public Service Pension Plan which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with the Canada/Quebec Pension Plans benefits and they are indexed to inflation.

Both the employees and the OSGG contribute to the cost of the Plan. The 2008-09 expense amounts to \$1,423,923 (\$1,421,878 in 2007-08), which represents approximately 2 times (2.1 in 2007-08) the contributions by employees.

The OSGG's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits: The OSGG provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits measured as at March 31, is as follows:

	2009	2008
	(in dollars)	
Accrued benefit obligation, beginning of year	2,248,192	2,298,946
Expense for the year	221,743	184,104
Benefits paid during the year	(111,240)	(234,858)
Accrued benefit obligation, end of year	2,358,695	2,248,192

Office of the Secretary to the Governor General Notes to the Financial Statements (Unaudited)

10. Related Party Transactions

The OSGG is related as a result of common ownership to all Government of Canada departments, agencies and Crown corporations. The OSGG enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the OSGG received services which were obtained without charge from other government departments as presented in part (a).

(a) Services received without charge:

During the year the OSGG received without charge from other departments, accommodation, legal fees and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the OSGG's Statement of Operations as follows:

	<u>2009</u>	<u>2008</u>
	(in dollars)	
Accommodation provided by Public Works and Government Services Canada and the National Capital Commission	8,441,408	8,577,182
Employer's contribution to the health insurance plan and dental insurance plans paid by Treasury Board	959,141	794,938
Legal services provided by Justice Canada	8,348	18,334
Total	<u>9,408,897</u>	<u>9,390,454</u>

In addition to the above, there are a number of other Government departments that support the activities of the Governor General and the OSGG as part of their mandate. The level of support and services provided to the OSGG is determined by each of the contributors and funded out of the budgets of those organizations. The various contributing departments are responsible for allocating and managing the funds they provide to support the activities of the Governor General and the OSGG and are subject to Treasury Board guidelines. The amounts spent by the departments in question do not appear in the accounts of the OSGG nor are they recorded as operating expenses by the OSGG.

The major departments providing support include: the Royal Canadian Mounted Police for protective/security services; the Department of National Defence for transportation services, ceremonial support, logistical support and photographic services; the Department of Foreign Affairs and International Trade for foreign policy advice and foreign/state visit support; the Department of Canadian Heritage for planning and conduct of state and ceremonial occasions including royal visits and state funerals.

Furthermore, the Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of others without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the OSGG's Statement of Operations.

(b) Payables at year-end with related parties:

	<u>2009</u>	<u>2008</u>
	(in dollars)	
Accounts payable to other government departments and agencies	<u>68,269</u>	<u>74,156</u>

APPENDIX D: THE CANADIAN HONOURS SYSTEM IN 2008–2009

1. The Canadian Honours System

Every year, the Governor General presents honours and awards to hundreds of individuals. From community volunteers to astronauts, from actors to members of the military, from scholars to everyday citizens, Canada's Honours System recognizes Canadians from all walks of life for their contributions to our society.

2. Canadian Orders – For lifetime achievement and service to the nation

Created in 1967 to mark the centenary of Canadian Confederation, the **Order of Canada** is the centrepiece of Canada's honours system. The Order of Canada recognizes a lifetime of outstanding achievement, dedication to the community and service to the nation.

- **Companion of the Order of Canada (C.C.)** recognizes a lifetime of outstanding achievement and merit of the highest degree, especially in service to Canada or to humanity at large. In 2008–2009, the Governor General, as the Chancellor and Principal Companion of the Order, bestowed this honour on 10 Companions.
- **Officer of the Order of Canada (O.C.)** recognizes a lifetime of achievement and merit of a high degree, especially in service to Canada or to humanity at large. In 2008–2009, the Governor General appointed 40 officers to the Order of Canada.
- **Member of the Order of Canada (C.M.)** recognizes a lifetime of distinguished service in or to a particular community, group or field of activity. The Governor General bestowed this honour on 85 members during 2008–2009.

Non-Canadians may be considered for **honorary appointments to the Order**. In 2008–2009, the Governor General appointed two Honorary Officers to the Order of Canada: Bernard Pivot and Charles Aznavour.

Created in 1972, the **Order of Military Merit** recognizes distinctive merit and exceptional service displayed by the men and women of the Canadian Forces, both Regular and Reserve. Many have demonstrated dedication and devotion beyond the call of duty. The Order honours them for their commitment to Canada at three levels:

- The **Commander of Military Merit (C.M.M.)** recognizes outstanding meritorious service and demonstrated leadership in duties of great responsibility. In 2008–2009, the Governor General, as Chancellor and Commander of the Order, appointed five Commanders to the Order of Military Merit.
- The **Officer of Military Merit (O.M.M.)** recognizes outstanding meritorious service in duties of responsibility. In 2008–2009, the Governor General bestowed this honour on 22 Officers.
- The **Member of Military Merit (M.M.M.)** recognizes exceptional service or performance of duty. The Governor General awarded this honour to 83 members during 2008–2009.

The **Order of Merit of the Police Forces** honours a career of exceptional service or distinctive merit displayed by the members of the Canadian Police Services. Established in 2000, this order recognizes their commitment to this country. The primary focus of this three-level order is on exceptional merit, contributions to policing and community development:

March 27, 2010

- The **Commander of the Order of Merit (C.O.M.)** recognizes outstanding meritorious service and demonstrated leadership in duties of great responsibility over an extended period, usually at the national or international level. No appointments were made in 2008–2009.
- The **Officer of the Order of Merit (O.O.M.)** recognizes outstanding meritorious service in duties of responsibility over an extended period, usually at the regional or provincial level. In 2008–2009, the Governor General appointed five Officers to the Order of Merit of the Police Forces.
- The **Member of the Order of Merit (M.O.M.)** recognizes exceptional service or performance of duty over an extended period, usually at the local or regional/provincial level. The Governor General appointed 29 Members to the Order of Merit of the Police Forces in 2008–2009.

Queen Victoria established the **Royal Victorian Order** in 1896 as a reward for extraordinary, important or personal services performed for the Sovereign or the Royal Family. The Order may be conferred by The Queen of Canada to recognize services rendered to the Sovereign or to members of the Royal Family during Royal Visits to Canada.

The **Most Venerable Order of the Hospital of St. John of Jerusalem** is a working order of charitable-minded men and women whose philanthropy is expressed mainly through its two foundations: the St. John Eye Hospital in Jerusalem and St. John Ambulance. Created in 1888 by Queen Victoria, the Order was brought into the Canadian Honours System in 1990. The Order is composed of five grades: Bailiff Grand Cross or Dame, Knight or Dame, Commander, Officer, and Serving Member. As Prior and Chief Officer, the Governor General made 116 appointments to the Order of St. John in 2008–2009.

3. Military Decorations and Medals – For valour, professionalism and devotion to duty

The **Victoria Cross (V.C.)** was created by Queen Victoria in 1856, and was awarded to Canadians in all wars until 1945. The Canadian Victoria Cross retains a similar design and the same awarding criteria as the British Victoria Cross.

The Governor General unveiled the Canadian Victoria Cross at Rideau Hall on May 16, 2008, in the presence of distinguished guests.

The Victoria Cross recognizes the highest acts of valour, self-sacrifice or extreme devotion to duty, in the presence of the enemy.

The **Star of Military Valour (S.M.V.)** recognizes distinguished and valiant service in the presence of the enemy. Queen Elizabeth II created this decoration in 1992; it has been in effect since 1993. In 2008–2009, the Governor General bestowed this decoration on three recipients.

The **Medal of Military Valour (M.M.V.)** recognizes an act of valour or devotion to duty in the presence of the enemy. The Governor General awarded this decoration to 20 recipients in 2008–2009.

Meritorious Service Decorations (Military Division) recognize individuals who have demonstrated an outstanding level of service, set an exemplary standard of achievement and brought great honour to the Canadian Forces and to Canada. The Military Division has two levels:

March 27, 2010

- The **Meritorious Service Cross (M.S.C.)** recognizes a military deed or activity that has been performed in an outstandingly professional manner, according to a rare high standard that brings considerable benefit or great honour to the Canadian Forces. In 2008–2009, the Governor General bestowed this decoration on 12 recipients.
- The **Meritorious Service Medal (M.S.M.)** recognizes a military deed or activity performed in a highly professional manner, according to a very high standard that brings benefit or honour to the Canadian Forces. In 2008–2009, the Governor General awarded this decoration to 40 recipients.

Queen Elizabeth II created the **Meritorious Service Decorations (Civil Division)** in 1984. These decorations recognize individuals whose specific deeds or activities over a limited period of time have demonstrated an outstanding level of service, or have set an exemplary standard of achievement, and have brought honour or benefit to Canada. The Civil Division has two levels:

- The **Meritorious Service Cross (M.S.C.)** recognizes a deed or activity that has been performed in an outstandingly professional manner or with uncommonly high standards. The activity is often innovative, sets an example for others to follow, improves the quality of life of a community and brings considerable benefit or honour to Canada.
- The **Meritorious Service Medal (M.S.M.)** recognizes a deed or activity performed in a highly professional manner, or according to a very high standard. Often innovative, this deed or activity sets an example for others to follow, improves the quality of life of a community and brings benefit or honour to Canada.

The Meritorious Service Decorations (Civil Division) program is under review at this time. As a result, no appointments were made in 2008–2009.

4. **Civilian Decorations and Medals – For bravery**

Decorations for bravery recognize civilians who risked their lives to try to save or protect another. Queen Elizabeth II created these decorations in 1972. The Governor General personally presents the decorations during ceremonies held at Rideau Hall or at the Citadelle.

The **Cross of Valour (C.V.)** recognizes acts of the most conspicuous courage in circumstances of extreme peril. In 2008–2009, no appointments were made under this bravery decoration program.

The **Star of Courage (S.C.)** recognizes acts of conspicuous courage in circumstances of great peril. The Governor General awarded this decoration to three recipients in 2008–2009.

The **Medal of Bravery (M.B.)** recognizes acts of bravery in hazardous circumstances. In 2008–2009, the Governor General awarded this decoration to 86 recipients.

5. **Governor General's Awards – Rewarding volunteerism and academic excellence**

Established in 1996 by the Right Honourable Roméo LeBlanc, the **Governor General's Caring Canadian Award** is presented to individuals and groups whose voluntary contributions provide extraordinary help or care to people in their community over a period of many years. In 2008–2009, the Governor General presented the Caring Canadian Award to 49 honourees.

March 27, 2010

Since 1873, the **Governor General's Academic Medals** have recognized the outstanding scholastic achievements of students in Canada. These medals are awarded to the student graduating with the highest average from a secondary school (**Bronze**), as well as to students enrolled in approved college (**Collegiate Bronze**), undergraduate (**Silver**) and graduate (**Gold**) post-secondary programs. In 2008–2009, participating educational institutions presented the medals along with personalized certificates signed by the Governor General to 2,950 secondary school students, 211 college students, 102 undergraduate students and 86 graduate students.

APPENDIX E: INTERNAL SERVICES – PROGRAM ACTIVITY

This activity includes those corporate services that support the Office of the Secretary to the Governor General (OSGG)'s capacity to deliver on its two other program activities and that support its single strategic outcome: to assist the Governor General in fulfilling her constitutional state, ceremonial and public duties and in recognizing excellence.

Corporate Services are shared functions, with service provided to all directorates of the OSGG in the areas of strategic management and financial services, administration and human resources services, informatics and information management services, and material management.

Planned results of this program activity include a healthy workplace, an effective workforce and the application of sound management practices in supporting the mandate of the Governor General.

The first year of OSGG's 2008–2011 strategic plan was 2008–2009. The OSGG also developed a three-year (2008–2011) strategic Human Resources Plan, which supports one of the organization's strategic priorities.

Key OSGG strategic priorities for 2008–2011 associated with this program activity include the following:

1. enhanced management practices/strategic management in the areas of risk management, performance management and enhanced information management; and
2. recognition and valuing of employees.

The Corporate Services Branch has limited financial resources and currently lacks the capacity to meet increasing workload in ongoing human resources and finance activities. Still, it has successfully completed a number of key commitments and has achieved progress on important initiatives linked to the 2008–2009 OSGG strategic priorities. These initiatives will help the OSGG to meet central agency reporting demands and to provide support so that managers can meet their various responsibilities and accountabilities.

1. Enhanced management practices and strategic management

a) Strategic Planning

A strategic planning session was held in January 2009 with the members of the OSGG management team. An environmental scan was undertaken to review and discuss key challenges. The Corporate Risk Profile was reviewed and revised; performance information and results were reviewed to identify any key performance gaps. The status of projects carried out during the current year was discussed and the strategic priorities and project accountabilities for 2009–2010 and subsequent years were identified.

b) Integrated Business Planning

- As part of the Clerk's priorities and the requirements under the Public Service Modernization Act (PSMA) and the Staffing Management Accountability Framework (SMAF), the business planning process in 2008–2009 was enhanced to include the development of branch-level integrated business plans that combined resources and operational planning, corporate risk profile update and identification of branch activities, planned results and performance indicators.

March 27, 2010

- In addition, the OSGG has worked on refining its capacity to provide demographic data for use by its managers in developing the planning and management of their resources. Using an integrated approach, human resources and financial advisers work together to better inform OSGG managers about the resources that are available.
- The 2009–2010 Integrated Business and Human Resources Plan was approved in June 2009.

c) *Strengthening Internal Controls*

The OSGG continues its work to strengthen and document its internal controls and to inform and educate managers and staff on applying sound management practices.

- In response to an audit of travel and hospitality of small departments and agencies, a comprehensive review of existing OSGG processes and policies on travel and hospitality was undertaken and new guidelines were issued. Information sessions have been delivered to ensure that managers and staff understand the principles, roles and responsibilities, requirements and processes pertaining to travel and hospitality.
- Following an audit of the contracting function of small departments and agencies, a review of the existing OSGG contracting policies and processes was conducted. Areas of improvement were identified to ensure effective control and monitoring of the contracting function. A revised policy is currently in draft form and will be presented for senior management approval in 2009–2010. Briefing sessions will be held to inform managers about the revised policy and processes once these are approved.
- A major review of the OSGG financial authority instrument of delegations was completed. The revised document has been sent for the Prime Minister's signature. Financial delegation guidelines have also been prepared to support the implementation and compliance with the financial delegation instrument. Information sessions on the new delegation document will be offered to managers in 2009–2010.

d) *Budgeting and Monitoring*

- Much effort was made to strengthen the budgeting process in 2008–2009. Because managers were permitted to reallocate within their salary and operating budgets, a much more rigid monitoring and control system was implemented to ensure effective tracking of decisions and of budget reallocations. A records information system was introduced to classify budget transfer requests and to cross-reference salary and operating variances for future reference.
- The introduction of an automated purchasing module that interacts with the existing financial system also greatly enhanced the monitoring capacity: it enabled at the expenditure initiation stage the verification and interception of transactions that did not meet all of the internal controls criteria. This new function greatly reduced instances where budgets were overspent or expenditures initiated by personnel with improper authority.

e) *Improved reporting tool and monthly financial reports to support decision making*

- During 2008–2009, the existing departmental financial management was upgraded. The new version provides additional functions that improve budgetary control and reporting capabilities.

March 27, 2010

- A new user-friendly and robust web tool (SQL Reporting Services) was launched to enable managers to access their financial information (budget, actual expenditures and commitment information) on a real-time basis. This tool allows managers to make operational decisions based on timely financial information.
 - New salary management reports were also developed to enhance the resource management function.
- f) *Governance process and tools to support funding decisions*
- A new governance process and tools for the review of financial information and the approval of additional funding requests were developed and approved by the Senior Management Committee for implementation on April 1, 2009.
- g) *Development of a risk management framework and continued development of a performance measurement framework*
- Work on these initiatives in 2008–2009 was limited due to unsuccessful attempts to staff the position of Corporate Planning, Reporting and Evaluation Officer. Efforts to recruit a qualified candidate are currently underway.
 - A formal risk management framework has yet to be developed and implemented. However, a risk assessment and identification of mitigation strategies, as well the identification of planned results and performance indicators for key initiatives, have been merged with the Integrated Business and Human Resources Planning Process.
- h) *Implementation of RDIMS and development of a retention and disposal framework for OSGG records*
- The Information Technology portion of the Records Documents Information Management System (RDIMS) rollout has been completed. The development and approval of the file classification plan, the full rollout and staff training will be completed in 2009–2010.
 - Work on the development of the Retention and Disposal Framework of OSGG records in 2008–2009 has not advanced due to difficulties in recruiting a qualified employee for the Chief Information Management position. The development of the framework is expected to be completed in 2009–2010, as the OSGG was finally successful in staffing the position in May 2009.
- i) *Enhancement of Information Technology security processes and policy*
- A number of IT security processes and guidelines have been reviewed and enhanced, and a new IT security policy has been developed and approved by senior management.

2. Recognizing and valuing employees

The OSGG Human Resources Plan is intended to mitigate one of the major risk factors of the organization: recruitment and retention. The plan will also aim to address other critical needs, including the following:

- workforce replenishment to fill positions left vacant by retirements and other departures;
- workforce training and development to acquire and develop key leadership competencies;
- an increase in the bilingual capacity of staff in selected areas of the organization; and

- the recruitment of managers and officers with a higher level of education and experience to meet current and future organizational needs and to remain consistent in overall Public Service of Canada requirements.

A number of projects have been initiated to meet these critical needs.

a) *Workforce Replenishment Program*

- A review of OSGG demographics reveals that a total of 23 employees, or 15% of the current OSGG workforce, will become eligible to retire without penalty over the next three years. This number, which is fairly high, does not factor in the point that not all eligible employees do retire within the first few years of eligibility, while others decide to retire even if there is a penalty.
- Given the number of employees currently eligible for retirement, and the increasing number of employees 50 years of age and over, the OSGG must identify key positions. Advance planning will be required to fill these positions appropriately and within set timelines to ensure continuity and the transfer of knowledge. A total of 252 staffing actions (including acting assignments and staffing as a result of a reclassification) were initiated in 2008–2009.
- A projected retirements register has been prepared and shared with managers. Critical positions have been identified; staffing and learning strategies were identified in 2008. A review of the staffing and learning strategies is currently in progress for 2009–2010 and for 2010–11.

b) *Performance Management and Learning Strategy Projects*

- The performance management process enables an organization to cascade the corporate business plan in a way that encourages the identification of learning needs, career plans and performance improvement.
- As a result of the emphasis put on the performance management process, over 90% of employees established a personal learning plan for 2008–2009. Work is progressing on implementing a learning strategy framework, which will serve as a vision and help to guide learning activities at the OSGG over the next few years. This is an evergreen document that managers and employees must discuss and adjust yearly.

c) *Development of new/revised HR “well-being” programs to support OSGG employees*

- In an effort to foster employee engagement and learning, an orientation program for new employees was developed, approved and implemented. This program was well received by new employees.
- A recognition policy is being developed to support a retention strategy. The policy will be given to senior management for approval.
- A number of occupational health and safety activities were undertaken in 2008–2009 to ensure OSGG compliance with Part II of the Canada Labour Code and to provide a safe and healthy work environment for employees. These activities included the following:
 - training sessions on health and safety measures;
 - purchase of health and safety equipment;
 - distribution of pamphlets and lists of important emergency numbers; and
 - implementation of revised or new health and safety procedures.

APPENDIX F WEBSITE VISITOR STATISTICS 2008–2009

The tables found below summarize visitor statistics for the two Office of the Secretary to the Governor General (OSGG) websites: www.gg.ca and www.citizenvoices.gg.ca.

Note: In 2008–2009, the OSGG changed its website tracking tool from Urchin to Google Analytics. Results from Google Analytics, which uses a different methodology to measure website usage, are as much as 90 percent lower than those calculated by Urchin. However, because it screens out search engine spiders, scripts and feedburners that were included in the Urchin data, Google Analytics offers a truer representation of the number of actual people using the site.

During this transition year, the OSGG tracked results using both Urchin and Google Analytics. The 2008–2009 results are as follows:

Results	www.gg.ca		www.citizenvoices.gg.ca	
	Urchin	Google	Urchin	Google
Total number of users	2,651,684	447,288	289,275	59,227
Total number of page views	19,190,237	1,646,174	2,021,150	166,391

Comparing visitor statistics for 2007–2008 with 2008–2009 under Urchin leads to three important observations:

- Although the number of users decreased slightly (10 percent) for www.gg.ca, there was greater annual growth in the number of page views on both www.gg.ca and www.citizenvoices.gg.ca during the two years in question.
- The page view increases can be attributed to expanded coverage of special events and state visits on both sites. In addition, the Citizen Voices website added new video and blog features.
- Better cross-promotion between the two sites and frequent electronic flyers to attract new audiences contributed to growth on Citizen Voices. Citizen Voices now accounts for 11 percent of OSGG web users, compared to 6 percent in 2007–2008.

Number of Users (Urchin)	2007–2008	2008–2009	% Change
www.gg.ca	2,942,738	2,651,684	-10%
www.citizenvoices.gg.ca	167,695	289,275	73%

Number of Page Views (Urchin)	2007–2008	2008–2009	% Change
www.gg.ca	15,853,298	19,190,237	21%
www.citizenvoices.gg.ca	1,782,623	2,021,150	13%