



ANNUAL REPORT 2010-2011

Office of the Secretary to the Governor General

Our mission:

**To support the Governor General as The Queen's representative
in Canada and to serve Canadians**

Our vision:

connect, inspire and honour Canadians

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MESSAGE FROM THE SECRETARY TO THE GOVERNOR GENERAL AND HERALD CHANCELLOR

I am pleased to present the 2010-2011 annual report of the Office of the Secretary of the Governor General (OSGG). This report aims to draw a clear line from the goals and objectives of the Office, through resources and activities, to the results achieved during the fiscal year.

This has been a year of transition during which the Office supported the constitutional, state and representational activities of both an incoming and an outgoing Governor General. The Right Honourable Michaëlle Jean completed five years of distinguished service to Canada, making lasting contributions in support of her mandate theme of *Breaking Down Solitudes*. Her successor, The Right Honourable David Johnston, was installed as Canada's 28th Governor General on October 1, 2010. Governor General Johnston has selected as his theme *A Smart and Caring Nation: A Call to Service*, with a focus on the pillars of families and children, learning and innovation, and philanthropy and volunteerism. These themes already resonate strongly across the country.

On February 1, 2011, I had the privilege of succeeding Sheila-Marie Cook as Secretary to the Governor General.

Canada's two governors general accomplished a great deal during the year covered by this report. They travelled to every part of Canada and met thousands of Canadians; they sent congratulations and condolences to thousands more. They honoured the courage and the creativity of Canada's soldiers and civilians from every walk of life.

State and official visits were undertaken to Afghanistan, Cape Verde, China, Congo, Kuwait, Qatar, Rwanda and Senegal. Meetings were held with senior figures including the Aga Khan, the Secretary-General of the United Nations, and Princess Margriet of the Netherlands. Literally hundreds of events were organized with representatives of organizations like the Children's Miracle Network and Habitat for Humanity. The Office had the immense privilege of hosting Her Majesty The Queen in conjunction with her Royal Tour of Canada.

Led by the Secretary, the Office supports the Governor General and Commander-in-Chief of Canada in the execution of his duties. The smart and talented people who work at the Office also develop for the Governor General a program that highlights the evolving nature of Canadian society and the contributions and achievements of Canadians.

This report explains how the Office made it happen. It is an accountability document, explaining to Canadians how the resources they entrusted to us were used, and to what effect.

But I also want to describe our plans to renew and revitalize the Office. We will take the opportunity offered by this time of transition to modernize the way we do business. Taking inspiration from Governor General Johnston's theme of *A Smart and Caring Nation*, we are transforming the Office through an internal review of our processes and procedures.

I wish to express my sincere appreciation to the staff of the Office for their creativity, commitment to excellence, and stewardship of the resources that Canadians have entrusted to them.

I am also grateful to the six federal departments and agencies that collaborate with the Office, enabling the Governor General to execute constitutional and State duties and bring Canadians together. Those organizations are the Department of National Defence, the Royal Canadian Mounted Police, the National Capital Commission, the Department of Foreign Affairs and International Trade, Public Works and Government Services Canada, and the Department of Canadian Heritage. Their contributions are described in Appendix A.

I look forward to our 2011-2012 report and describing how the Office helps connect, inspire and honour Canadians.

A handwritten signature in black ink, appearing to read 'S. Wallace', written in a cursive style.

Stephen Wallace

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OVERVIEW OF THE ROLES AND RESPONSIBILITIES OF THE GOVERNOR GENERAL

The Governor General is the Queen's representative in Canada, and together with Parliament and the judiciary, forms the foundation of our democratic system in Canada. The Governor General is the guarantor of responsible government in Canada and plays a key role in promoting national identity by supporting and promoting Canadian values, diversity, inclusion, culture and heritage.

Since 1935, all governors general of Canada have been named by the Sovereign exclusively on the recommendation of the prime minister. Vincent Massey, who took office in 1953, was the first Canadian citizen to serve as Governor General.

The Governor General is also Commander-in-Chief of Canada. In this capacity, the Governor General encourages excellence and dedication in military personnel, visits Canadian military personnel in Canada or on missions abroad, welcomes troops on their return from overseas missions, and performs ceremonial duties.

The Governor General represents Canada during official and State visits abroad and receives Royal visitors, heads of State and foreign ambassadors at Rideau Hall and at the Citadelle of Québec.

The Governor General presents honours and awards to recognize excellence, bravery and exceptional achievements. The Governor General is also the head of the Canadian Heraldic Authority, which grants armorial bearings.

Her Excellency the Right Honourable Michaëlle Jean was Canada's 27th Governor General. She served from September 27, 2005 to October 1, 2010.

Governor General Jean chose "*Breaking Down Solitudes*" as the overall theme of her term as Governor General. She also focused on youth, women and the arts. During the last six months of her mandate she travelled within Canada and visited China, Mexico and several African countries. She became actively involved in the recovery effort when Haiti, the country of her birth, sustained a massive earthquake. She continues to pursue that work in her new role with the United Nations Educational, Scientific and Cultural Organization (UNESCO).

It is traditional for private foundations to continue the voluntary work of outgoing governors general. With the support of the Government of Canada, a number of philanthropists and private sector partners have established the Michaëlle Jean Foundation to continue her work in the cultural community.

Since his October 1, 2010 inauguration Governor General Johnston has been meeting with Canadians and connecting them with a vision for a *Smart and Caring Nation*. As he said in his installation address, "*Service to country shaped us, service to family and country sustains us, and this tradition of service will carry us into the future.*"

THE GOVERNOR GENERAL AND THE CANADIAN CONSTITUTION

The Governor General – Representing our Sovereign

Canada's government is a constitutional monarchy. The Governor General serves as the representative of Her Majesty Queen Elizabeth II, Canada's head of State; the Prime Minister is the head of government.

Both operate within Canada's Parliament. Parliament consists of three essential components: The Crown (as represented by the Governor General), the Senate and the House of Commons.

Under the Canadian constitution (*Constitution Act, 1867 and 1982*) 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 – the Prime Minister and Cabinet. The essence of constitutional monarchy is that the Governor General has the right to advise, to encourage and to warn. Non-partisan and non-political, the Governor General offers counsel but exercises limited and precisely-defined executive powers.

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

First among the Governor General's executive powers is the authority to convene, dissolve or prorogue Parliament. (Prorogation ends a parliamentary session without dissolving Parliament.)

The third session of the 40th Parliament ran to within five days of the end of the 2010-2011 fiscal year. On March 26, 2011, the Governor General granted the Prime Minister's request to dissolve Parliament and issued writs of election.

The Governor General and the Privy Council – Ensuring an executive

Another important executive power of the Governor General ensures that Canada always has a prime minister.

The Governor General and Royal Assent – From bill to law

Neither The Queen nor the Governor General participates in Canada's legislative process, except to signify the Queen's approval to any bill passed by both the House of Commons and the Senate.

The granting of Royal Assent, the final step of the legislative process, is necessary for a bill to become law. In 2010–2011, the Governor General granted Royal Assent to 25 bills.

The Governor General and Orders-in-Council – Administering Canada

The Governor General's formal executive authority, carried out on the recommendation of the prime minister and the Cabinet, is called "Governor-in-Council." As a result, administrative and regulatory decisions of Cabinet 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.

THE GOVERNOR GENERAL'S INTERNATIONAL ROLE

Representing Canada

The Governor General exercises four State responsibilities on behalf of Her Majesty Queen Elizabeth II, Canada's head of State:

- Welcoming and hosting world leaders.
- Receiving letters of credence or commission from foreign heads of mission who are accredited to Canada.
- Confirming the appointment of Canadian heads of mission to be posted abroad at the request of the Government.
- Representing Canada abroad.

Strengthening Relationships

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. Such meetings enhance Canada's bilateral and multilateral relationships with other nations and facilitate the exchange of important information.

State visits are the highest form of diplomatic relations between two countries. In June 2010, Their Excellencies hosted a State function at Rideau Hall, in honour of the President of the People's Republic of China.

During the 2010 Royal Tour, Their Excellencies welcomed Her Majesty The Queen and His Royal Highness the Duke of Edinburgh in Halifax and participated in the official departure ceremony in Toronto.

In 2010-2011, the Governor General met with leaders and dignitaries including:

- His Excellency Ban Ki-Moon, Secretary-General of the United Nations
- Her Royal Highness Princess Margriet of The Netherlands
- African Heads of State attending a dedicated outreach session with African and G8 leaders at the G8 Summit in Muskoka
- His Excellency Hu Jintao, President of the People's Republic of China
- United Nations Permanent Representatives
- Speakers of the Lower Houses of G8 countries
- His Excellency Abdou Diouf, Secretary-General of la Francophonie
- His Highness the Aga Khan, 49th Hereditary Imam of the Shia Imami Ismaili Muslims
- Governors of Central Banks

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 of foreign heads of mission accredited to Canada. These letters are the

official documents by which new heads of diplomatic missions are presented by their head of State as their official representative.

At March 31, 2011, more than 140 foreign heads of mission were accredited to Canada. In 2010-2011, the Governor General received letters of credence from 43 heads of mission at 8 ceremonies held at Rideau Hall and the Citadelle. Receptions were hosted for members of the diplomatic corps to bid farewell to the outgoing Governor General and to welcome the incoming Governor General on behalf of their heads of state. The Governor General met with members of the Ottawa Diplomatic Association and welcomed members of the diplomatic corps to Rideau Hall to participate in an evening of friendship and winter activities.

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

The Governor General confirmed the appointment of 56 heads of mission to represent Canada’s diplomatic interests abroad. The Governor General also held a reception for outgoing Canadian diplomats.

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. Seven countries were visited on official travel in 2010-2011.

During these visits, the Governor General’s most important tasks are to promote Canada, to strengthen existing international relations and to develop ties in various sectors of Canadian life. The Governor General undertakes these activities at the request of the prime minister and with the assistance of 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 usually accompanied by a delegation that represents Canadian interests.

In April, 2010, the Governor General travelled to four African countries: Senegal, the Democratic Republic of the Congo (DRC), the Republic of Rwanda and Cape Verde. The State visit to Senegal highlighted the role of the media in the emergence of a new Africa, Canada’s contribution to micro credit which in turn contributes to Senegal's prosperity, and the role of the arts as a tool for intervention and social change.

In the DRC, the Governor General spoke of the important role that women must play in the future of Africa. The visit also highlighted cooperation between Canada and the DRC in the health sector and provided an opportunity to pay tribute to Canadians working for NGOs in the region and members of the Canadian Forces serving in MONUC, the United Nations peacekeeping force in the DRC.

The visit to the Republic of Rwanda coincided with the national month of mourning for the tragic events of 1994, and included visits to monuments commemorating the genocide. The visit also underscored the ties between Canada and Rwanda in the education sector and celebrated Rwanda’s leadership in promoting women’s representation on decision-making bodies.

The official visit to Cape Verde applauded economic and social progress and highlighted the contribution of the Canada Fund for Local Initiatives to the work of a local NGO, reinforcing solidarity and civic values of this insular community.

During these visits, the Governor General held public and private meetings and courtesy calls with heads of State, heads of government and other officials. The Governor General also participated in forums and panel discussions with women, youth, students, academics, community leaders and local NGOs on subjects including the role of media, the contribution of women to the growth of a country, and the role of the arts as a tool for social change.

The Governor General saw the impact of Canadian initiatives and contributions such as the Centre d'études des sciences et techniques de l'information at the University Cheikh Anta Diop and the PAMÉCAS in Senegal, the Ngaliema Clinic in the DRC, the Programme d'Appui à la Gouvernance locale du Rwanda, and the Alternativa de Morro Curral community radio station in Cape-Verde.

The Governor General attended receptions with members of the Canadian community and friends of Canada in these countries and recognized their contribution to bilateral relations. The Governor General paid respects at monuments and landmarks such as the House of Slaves on Gorée Island in Senegal, and the Gisozi Genocide Memorial Centre in Rwanda, and hosted an *Art Matters* forum in Dakar to explore the social role of the artist.

In June and July, 2010, the Governor General made an official visit to the People's Republic of China that included Guangdong and Sichuan provinces, and the cities of Shanghai and Beijing. This visit celebrated the vitality of Canada-China relations and the depth of our ties.

During the visit, the Governor General held private meetings, official dinners and courtesy calls with provincial governors, and participated in forums and discussions with students, women, workers, and business people on the effectiveness of education as a communication tool.

The Governor General celebrated Canada Day at Shanghai Expo Centre, the Canada Pavilion, the Vancouver Pavilion Espace Montréal and the China Pavilion, and taking part in an informal dialogue on China's urbanization. The Governor General saw the fruits of long-standing Canada-China partnerships and initiatives in health and education, and visited important landmarks such as the Dujiangyan Irrigation System, the Badaling Great Wall and the Forbidden City.

In September, 2010, the Governor General demonstrated the importance of the relationship between our countries by attending celebrations marking the bicentennial of the independence of the United Mexican States and the centennial of its revolution.

In February, 2011, the Governor General represented Canada at the celebrations marking Kuwait's 50th Independence Day anniversary, the 20th Liberation Day, and the Fifth anniversary the accession of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah. The Governor General visited Qatar to reinforce Canada's growing ties with that country, and to discuss common interests in the fields of trade, education and healthcare.

THE GOVERNOR GENERAL'S ENGAGEMENT WITH CANADIANS

The Governor General hosts events and a visitors' program at the two official residences and travels to meet Canadians where they live. The Governor General:

- Discusses issues of local, national and global concern.
- Encourages Canadians to build a compassionate society and to work together to create strong and generous communities.
- Communicates directly with Canadians through regular correspondence as well as in messages to mark anniversaries and other special occasions.
- Uses 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 excellence, promotes national identity and fosters Canadian unity.

Official Residences – Hosting events in celebration of Canadian achievements

Every year, the Governor General hosts a number of events at the official residences, Rideau Hall in Ottawa and the Citadelle of Québec. These events relate to the Governor General's traditional, constitutional, State and ceremonial roles and responsibilities, as well as to the Canadian Honours program.

2010-2011 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:

- The Governor General and the Prime Minister unveiled the design of the Queen Elizabeth II Diamond Jubilee Medal and emblem in a ceremony at Rideau Hall, to mark the 59th year of the ascension to the throne of Her Majesty The Queen and to kick off the preparations for Canada's celebrations of Her Majesty's Diamond Jubilee in 2012;
- An evening of performances by young performers was hosted at Rideau Hall as part of a national tour to celebrate of the 50th anniversary of the founding of the National Theatre School;
- A special exhibition was opened at Rideau Hall to highlight the heritage treasures of the NCC's Crown Collection from the seven official residences and to mark the 20th anniversary of the Canadiana Fund, a committee of volunteers from across the country who solicits donations of heritage art, furniture and funds to enhance the staterooms of the official residences.

In addition, the Governor General launched the Canadian Cancer Society's annual daffodil campaign and the Royal Canadian Legion's 2010 poppy campaign at Rideau Hall.

In 2010-2011, more than 10 000 people attended events at Rideau Hall and at the Residence of the Governor General at the Citadelle of Québec.

Visiting Canadians – Promoting our national identity from coast to coast to coast

The Governor General connects Canadians by visiting them wherever they may live in Canada. The Governor General met with premiers and lieutenant-governors, mayors and councillors, presenting and receiving honours and awards. Some highlights from the past year included:

- Exchanging views with Canadians on the importance of building a smart and caring nation, and on the importance of volunteering
- Supporting and encouraging members of the Canadian Forces and their families
- Celebrating 100 years of gold production with the Northern Ontario communities of Hearst, Timmins and Greater Sudbury
- Taking part in a discussion at the Centre for Global Studies at the University of Victoria.
- Visiting the Research in Motion plant and a Mennonite community in Kitchener, Ontario.
- Greeting African leaders attending the G8 Summit special session
- Meeting with youth leaders from G-8 countries participating in My Summit 2010.
- Participating in the 400th anniversary celebrations in Cupids, Newfoundland.
- Delivering the keynote address at the prestigious Symons Lecture on the State of Canadian Confederation
- Speaking with educators about the importance of learning
- Taking part in a discussion on women's rights to mark the 50th anniversary of the Canadian Bill of Rights
- Celebrating the 10th anniversary of the International Year of Volunteers with Habitat for Humanity participants
- Participating in the Truth and Reconciliation Commission's first national event on Indian residential schools
- Meeting with advocates and educators, patients and caregivers, veterans and volunteers, farmers and researchers
- Participating in the presentation of the Grey Cup at the 98th playing of the Grey Cup Game

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

The Governor General is Commander-in-Chief of Canada and plays a major role in promoting Canada’s military at home and abroad.

Recognition of the military’s importance takes 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 welcome them home. In addition, the Governor General encourages excellence and morale among the Forces. This is achieved 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 2010-2011:

- Three Order of Military Merit investitures, two presentations of Meritorious Service and Military valour decorations, and the inaugural presentation of the Operational Service Medal
- Inspection of the Ceremonial Guard at Rideau Hall
- The National Remembrance Day Ceremony in Ottawa
- Celebration of the Canadian Naval Centennial by presiding over the Pacific International Fleet Review at CFB Esquimalt
- Visits to CF personnel in Afghanistan
- The Silver Cross Luncheon with the Chief of the Defence Staff at Rideau Hall
- Repatriation ceremonies for fallen soldiers from Afghanistan and meetings with their families
- Offering of condolences to the families of fallen soldiers on behalf of all Canadians
- The End of an Era event in Ottawa, commemorating the death of the last Canadian WWI veteran
- Commemoration of the Battle of Britain
- The launch of the Poppy Campaign at Rideau Hall
- Presentation of the Commander-in-Chief Unit Commendation
- Visits to the men and women of the CF on Canadian Forces Bases
- Soldier On activities
- Meetings with CF members and their families at Military Family Resource Centres

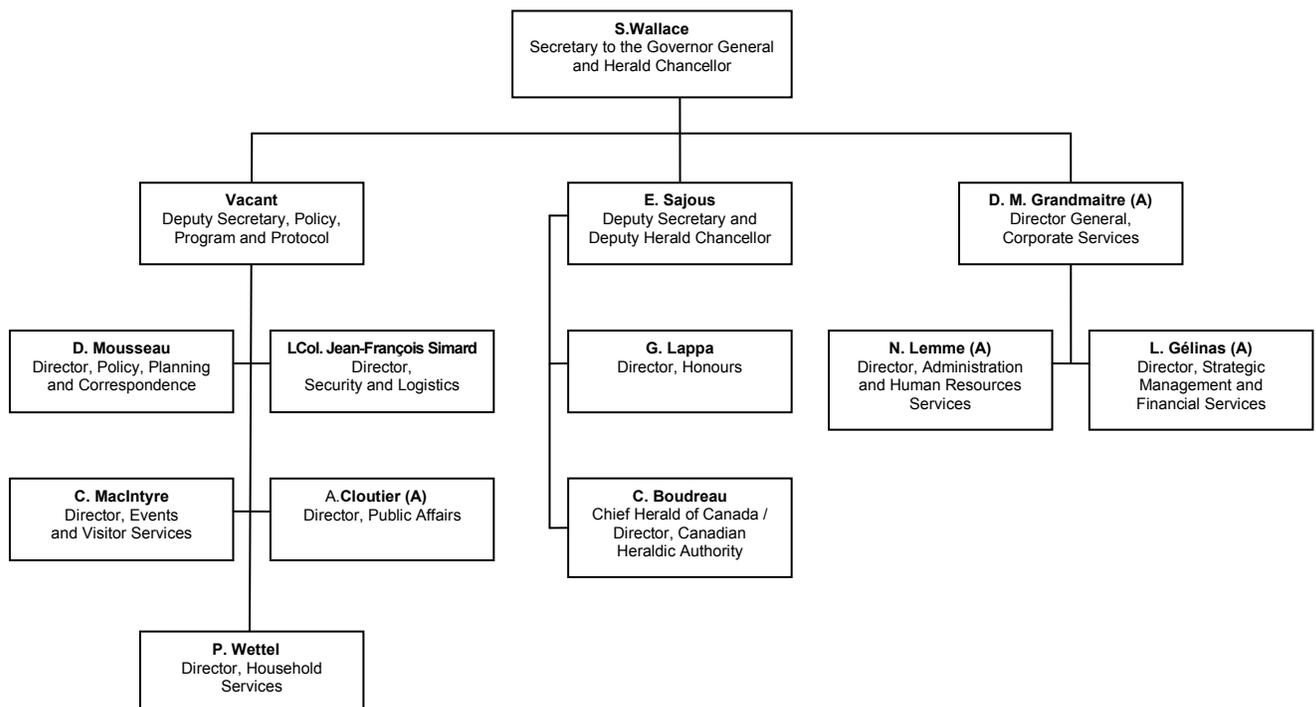
Each of these activities boosted morale while raising Canadians’ awareness of the Canadian Forces and the important role they play in promoting Canada’s interests at home and abroad.

OVERVIEW OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

As principal advisor and deputy, the Secretary is responsible for the administration and operations of the Office of the Secretary to the Governor General, enabling the Governor General to fulfill constitutional, State, representational and other responsibilities. The Secretary is also the Herald Chancellor and secretary general of the Order of Canada.

The Office consists of three branches that report to the Secretary as deputy head; the Secretary reports to Parliament through the prime minister.

Figure 1 - Organization Chart of the Office at March 31, 2011



The Office plans and implements the Governor General’s program and the many activities undertaken with and on behalf of Canadians, in Canada and abroad, and with the Canadian Forces as Commander-in-Chief.

The mandates of six federal government departments and agencies require them to support the activities of the Governor General. Appendix A of the report describes the nature and value of the in-kind contributions of the Department of National Defence, the Royal Canadian Mounted Police, the National Capital Commission, the Department of Foreign Affairs and International Trade, Public Works and Government Services Canada, and Canadian Heritage. The support provided by these departments and agencies in 2010-2011 had a total value of \$30.36 million.

To help Canadians understand the roles and responsibilities of the Governor General, the Office 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 of Québec.

The Office also administers the Canadian Honours programs, which include the Order of Canada and the Canadian Victoria Cross.

Parliamentary allocations fund the operations of the Office. For 2010-2011, expenses totalled \$20,223,795, as described below.

Figure 2 – Operations of the Office

Constitutional, State, ceremonial and other programs	\$ 9,008,368
Canadian Honours programs	\$ 3,080,025
Corporate management	\$ 5,357,958
Statutory (non-discretionary) expenditures	\$ 2,777,444

Detailed financial reports are provided in Appendix B and Appendix D.

CELEBRATING CANADA – OUTREACH AND PUBLIC PROGRAMS AT THE OFFICIAL RESIDENCES

Rideau Hall has been 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 official residence in the city of Québec is located within the Citadelle of Québec and overlooks the St. Lawrence River from Cape-Diamant. This splendid heritage building has served as a second official residence for every Governor General since 1872.

Rideau Hall and the Citadelle are in many ways the nation's homes. Both have a long tradition as gathering places and have become increasingly open and accessible to Canadians. They host public events, such as concerts, tours and open houses and other activities that celebrate Canadian history, reinforce common values, explore cross-cultural collaborations and feature Canadian artists.

Residence Visitor's Programs – Appreciating our history

Rideau Hall and the Citadelle of Québec are national historic sites and welcome visitors all year-round. In 2010-2011, more than 130,000 people visited these symbols of our nation's artistic and cultural heritage. The official residences provide free tours of the residence and grounds, and offer school programs, art tours and family activities.

Visitors to Rideau Hall can tour the ceremonial rooms where Canadians are honoured and dignitaries are welcomed. They can also discover the magnificent collection of Canadian art and furniture from renowned artists, 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 of Rideau Hall reflect a distinctly Canadian environment, with more than 10,000 trees providing year-round beauty. In summer, visitors of all ages can picnic or stroll about the grounds with the self-guided tour brochure; families can enjoy the play structure or even take part in a treasure hunt. In winter, they can skate on an outdoor rink.

At the Citadelle, visitors can tour the ceremonial rooms and discover the residence's architecture and beautiful collections of furnishings and artwork representing 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's three vaults feature exhibits, artefacts and illustrations. Together, these attractions recall both the history of this remarkable defence work and the past and present of the oldest public office in Canada – the Governor General.

Understanding the role of the Governor General – A dynamic educational and exhibition program

Sharing the knowledge of the role of the Governor General is a priority for the Office. The goal is to reach as many Canadians as possible, from coast to coast to coast. The school programmes at Rideau Hall in Ottawa and at the Residence

of the Governor General at the Citadelle of Québec complement the teachers' history and civics lessons.

However, not all teachers can bring their classes to visit these magnificent treasures. The Office, in response to government priorities and teachers' requests, is developing a new educational section of the Web site that will connect the institution with teachers and students across Canada through lessons plans, materials and worksheets for students, an online quiz, and simple, interactive games.

The Ambassador's Room at Rideau Hall is the venue for many exhibitions, often in collaboration with other cultural institutions. *DIASPORart: Strategy and Seduction by Canadian Artists from Culturally Diverse Communities* was an exhibition of works from the collection of the Canada Council Art Bank, presented from April to September 2010. An exhibit of works from the *National Capital Commission Official Residences Crown Collection* opened in September, 2010.

In November, the Office once again commemorated our fallen soldiers in Afghanistan with a special display during Remembrance week.

A permanent exhibit highlighting the role of the Governor General and the history of Rideau Hall opened in the Visitor Centre in June 2010.

During this transition year, the Office conducted a complete review of all interpretive and educational material. The Office is evaluating different ways to showcase the history of the official residences using new media and to continue to open more rooms of the residences to public tours. Enriching the visitor experience at the two official residences is a priority for this office.

Governor General's Summer Concerts – Showcasing artistic excellence

In July 2010, the Governor General hosted a weekend of free outdoor concerts on the grounds of Rideau Hall. Over 2,200 music lovers attended these concerts featuring Canadian musical talent: the rousing military music of the Band of the Ceremonial Guard, the highly refined and dynamic performance by The Gryphon Trio, the young Afiara String Quartet whose repertoire bridges the gap between Haydn and hip-hop, and the energetic Time for Three, a charismatic trio that transcends traditional classification with its signature blend of classical, country, western, gypsy and jazz music.

CONNECTING WITH CANADIANS – PUBLIC AFFAIRS

The Public Affairs directorate oversees the development, planning, implementation, monitoring and evaluation of Office's public affairs activities. This program includes:

- Strategic communications and marketing
- Public relations and issues management
- Media relations
- Media monitoring
- Web and social media
- Photography and video
- Creative services and graphic design
- Outreach and public service announcements

The year 2010-2011 was a transition year that demanded much energy and communication effort from the public affairs team. This period covered the final months of the mandate of Governor General Michaëlle Jean and the announcement and installation of the Governor General designate, David Johnston.

In 2010-2011, the Press Office prepared or facilitated:

- 172 press releases and media advisories
- 172 speeches
- 53 messages from the Governor General, including condolences for fallen members of the Canadian Forces
- Over 300 media and interview requests

The Department of National Defence provides two official photographers from the Imagery Unit to the Office. The Department of National Defence also assigned one videographer for the first six months of the fiscal year.

The photographers worked on more than 700 official events and meetings of both governors general and archived approximately 14,000 images. A selection of photographs from the Governor General's public events is available on the OSGG website. The photography section is also responsible for granting copyrights and distributing photos to guests, dignitaries, media, publications and the public to enhance the outreach.

Order of Canada ceremonies are, with the generous assistance of Rogers TV, webcast at www.gg.ca for recipients' family members, friends, colleagues and the Canadian public.

The State and official visits of the Governor General were supported by an integrated communication strategy developed with the assistance of the Department of Foreign Affairs and Canadian missions abroad. For each visit abroad, a detailed online agenda, links, photos, videos, blogs, speeches, social media presence and electronic newsletters were developed and distributed

online. These communication efforts brought the content to a larger number of Canadians and residents, and showcased the vitality, impact and importance of Canada’s external relations.

The Rideau Hall press office coordinated and supervised a large number of media activities during official events at Rideau Hall.

When the Governor General Designate was announced on July 8, 2010, the Public Affairs directorate partnered with the Department of Canadian Heritage to ensure the timely implementation of communications strategies for the installation of the 28th Governor General of Canada, His Excellency the Right Honourable David Johnston.

As part of the transition exercise, all internal and external communication products, including the website, were reviewed and updated to reflect the newly-appointed Governor General and the priorities for his mandate.

OSGG and the Web

On October 1, 2010, the official website, www.gg.ca, was updated to reflect the arrival of the 28th Governor General of Canada. The promoted features were the installation speech, the video version of the speech and a new coat of arms that caught the interest of the public and the media. The full biographies and official photos of Their Excellencies were also added to the site.

This transition also involved archiving all media documents, speeches, blogs, videos and photos of Governor General Jean and her spouse Jean-Daniel Lafond and making them accessible on the site under the “Former governors general” web section. The *Citizen Voices* website was also archived there.

The www.gg.ca website, redesigned and launched in autumn 2009, continues to be an important tool for documenting the Governor General’s official activities, providing information about the role and responsibilities of the Governor General and the programs managed by the Office – the Chancellery of Honours, the Canadian Heraldic Authority and visitor services at both official residences.

The number of visits to the website continues to grow. The following table summarizes the statistics for www.gg.ca as reported by Google Analytics:

Figure 3 – Web Statistics

www.gg.ca	2009-2010	2010-2011	% of Change
Visits The number of individual sessions initiated by all the visitors to the site.	420,509	553,308	24%
Page Views The number of times a page is loaded by a browser.	1,697,214	1,780,027	5%

Social Media Strategies

During the last year of the mandate of the Governor General Jean, social media were used to bring greater visibility to the Governor General's activities and events. The CitizenVoices.gg.ca website was used to create a virtual space around the Youth Dialogue and Urban Arts Forum events.

At the end of the mandate, the @GGMichaelleJean Twitter account had 3,403 followers, and the Facebook page had 8,627 fans.

The social media strategy of the new Governor General involved Facebook (www.facebook.com/GGDavidJohnston), Twitter (@GGDavidJohnston) and a YouTube Channel (GG Canada). The initial focus of the new strategy was to inform Canadians and followers of the activities and events of the Governor General, in order to learn more about him and his priorities. A few weeks into the mandate, Governor General Johnston started participating personally on the social media platforms.

In the first six months of the mandate of the new Governor General, from October 1, 2010 to March 31, 2011, the new social media accounts brought videos, photos, news releases and messages to a broader audience with much success. During that time the Governor General accumulated 3,707 followers on Twitter and 988 fans on Facebook.

The Public Affairs directorate is assessing and analyzing the impact and value of its social media strategies through daily Twitter reviews and weekly analysis of social media. This has been crucial in tracking feedback and comments from Canadians, in keeping the office informed of emerging issues and events, in monitoring media, and in creating online partnerships to leverage the impact of the program.

Publications, Promotion and Web Design

A new strategic directions document, "*The Way Ahead*", was produced by the creative services of the Public Affairs directorate. With a new visual identity for the Office and many photos, it showcases the mission and vision of the Office, along with the strategic directions it is undertaking.

Commemorative programmes were produced for guests at 35 state events and honours and awards ceremonies at Rideau Hall and at the Residence of the Governor General at La Citadelle.

With the support of the Public Affairs directorate, the Chancellery of Honours published and distributed two editions of the *Order of Canada Newsletter* to its members. A new Members' Corner editorial feature gave members a place to express themselves.

The Visitor Services programs at both official residences included more web-based promotion, with investments in non-traditional media and e-flyers instead of printed brochures and public notices.

Correspondence – A tried and true means of dialogue

Although we live in an age of electronic media, the volume of requests received indicates that many Canadians still 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.

During 2010-2011, the Office sent 19,204 messages to mark personal or organizational anniversaries or to congratulate Canadians on special achievements. 4,972 anniversary and birthday messages were sent on behalf of Her Majesty Queen Elizabeth II. The Rideau Hall correspondence office prepared 1,355 letters and many messages following State or regional visits. This year, 2,310 email messages received a response through info@gg.ca, more than 200 messages more than in the previous year.

THE CANADIAN HONOURS SYSTEM – FOR VALOUR, BRAVERY, EXCELLENCE AND SERVICE

The Chancellery of Honours – Ensuring dignified, meaningful recognition

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 ordinary citizens, the Canadian Honours System recognizes the contributions of people from all walks of life.

The Chancellery of Honours, which is part of the OSGG, administers national honours in Canada and oversees the creation of new honours.

Investiture ceremonies are usually held at Rideau Hall and the Citadelle. Occasionally, they are held elsewhere in Canada.

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 centerpiece of Canada's honours system. The Order of Canada recognizes a lifetime of outstanding achievement, dedication to the community and service to the nation.

- The 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 2010-2011, the Governor General, as chancellor and Principal Companion of the Order, invested nine Companions with this honour.
- The 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 2010-2011, the Governor General invested 53 Officers with the Order of Canada.
- The 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 invested 123 Members with this honour during 2010-2011.

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, who have demonstrated dedication beyond the call of duty. The Order honours their commitment to Canada at three levels:

- The Commander of Military Merit (C.M.M.) recognizes outstanding service and demonstrated leadership in duties of great responsibility. In 2010-2011, the Governor General, as chancellor and Commander of the Order, invested seven Commanders with the Order of Military Merit.
- The Officer of Military Merit (O.M.M.) recognizes outstanding meritorious service in duties of responsibility. In 2010-2011, the Governor General invested 31 Officers with this honour.

- The Member of Military Merit (M.M.M.) recognizes exceptional service or performance of duty. The Governor General invested 125 Members during 2010-2011.

The Order of Merit of the Police Forces honours a career of exceptional service or distinctive merit displayed by the members of Canadian police services. Established in 2000, the Order recognizes their commitment to this country. The primary focus of this three-level order is on exceptional merit, contributions to policy, and community development. In 2010-2011, the Governor General invested one Commander, six Officers and 23 Members with the Order.

Queen Victoria established the Royal Victorian Order (RVO) 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 the members of the Royal Family during Royal visits to Canada. In 2010-2011, the honour was conferred on 11 Canadians.

The Most Venerable Order of the Hospital of St. John of Jerusalem is a working order of charitably-minded men and women whose philanthropy is expressed mainly through its two foundations: the St. John Eye Hospital in Jerusalem and St. John Ambulance. The order is composed of four grades: Knight or Dame; Commander; Officer; and Serving Member. The Governor General gave vice-regal approval for 105 appointments to the Order of St. John in 2010-2011.

Military Decorations – 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 is awarded on the same basis as the British Victoria Cross: in recognition of 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. Her Majesty Queen Elizabeth II created this decoration in 1992; it has been in effect since 1993. In 2010-2011, this decoration was awarded to four recipients. The Medal of Military Valour (M.M.V.) recognizes an act of valour or devotion to duty in the presence of the enemy. In 2010-2011, this decoration was awarded to 10 recipients.

Meritorious Service Decorations (Military Division) are awarded to 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:

- 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 standard that brings considerable benefit or great honour to the Canadian Forces. In the 2010-2011, this decoration was awarded to 13 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 2010-2011, this decoration was awarded to 63 recipients.

Her Majesty 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 currently 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 in 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 benefits or honour to Canada.

The Meritorious Service Decorations (Civil Division) program is under review. As a result, no awards were presented in 2010-2011.

Civilian Decorations – For Bravery

Decorations for bravery recognize civilians who risked their lives to try to save or protect others. Her Majesty Queen Elizabeth II created these decorations in 1972. The Governor General 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 2010-2011, no awards were made under this program.

The Star of Courage (S.C.) recognizes acts of conspicuous courage in circumstances of extreme peril. The Governor General awarded this decoration to six recipients in 2010-2011.

The Medal of Bravery (M.B.) recognizes acts of bravery in hazardous circumstances. In 2010-2011, the Governor General awarded this decoration to 61 recipients.

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 whose voluntary contributions provide extraordinary help or care to people in their community over a period of many years. In 2010-2011, four Caring Canadian awards were presented.

Since 1873, the Governor General's Academic Medals have recognized the outstanding scholastic achievements of Canadian students. These medals are awarded to the student graduating with the highest average at four levels: Bronze at the secondary school level; Collegiate Bronze at the post-secondary diploma level; Silver at the undergraduate level; and Gold at the graduate level. In 2010-2011, participating educational institutions presented the medals along with

personalized certificates signed by the Governor General to 2,983 secondary school students, 214 college students, 107 undergraduate students and 91 graduate students.

The Sacrifice Medal and the Operational Service Medal

On December 2, 2010, the Governor General presided over the inaugural presentation of the Operational Service Medal to 50 members of the military and police forces. The medal was created to recognize Canadian military personnel, civilians under the authority of the Canadian Forces, and members of allied forces integrated within the Canadian Forces, as well as Canadian police officers who have taken part in missions overseas. The medal is issued with a ribbon specific to the theatre or type of service being recognized, and each ribbon has its own criteria. At this time, six ribbons have been created: South-West Asia, Sierra Leone, Haiti, Sudan, HUMANITAS and EXPEDITION.

The Sacrifice Medal recognizes members of the Canadian Forces and those who work with them who have been wounded or killed by hostile action and to Canadian Forces members who died as a result of service. None were presented during this fiscal year.

The Queen Elizabeth II Diamond Jubilee Medal

On February 3, 2011, the Governor General announced that Her Majesty Queen Elizabeth II had approved the creation of the Queen Elizabeth II Diamond Jubilee Medal. The medal will mark the 60th anniversary of Her Majesty's accession to the throne, which will be celebrated next year, and will honour significant contributions and achievements by Canadians.

The Canadian Heraldic Authority – Serving Canadians since 1988

Heraldry is a celebration of identity for groups or individuals. Coats of arms, flags, badges and other heraldic devices serve as powerful expressions of our rich history, geography, character and aspirations. The Canadian Heraldic Authority nurtures and develops this important aspect of Canada's heritage by creating officially sanctioned heraldic emblems and by maintaining records of Canada's emblematic patrimony.

A component of the Chancellery of Honours, the Canadian Heraldic Authority is headed by the Governor General and administered by three senior officers: the Herald Chancellor (the Secretary to the Governor General), the Deputy Herald Chancellor (the Deputy Secretary, Chancellery), and the Chief Herald of Canada (Director of the Canadian Heraldic Authority). They are supported by other officers of arms: the Deputy Chief Herald of Canada, Assiniboine Herald, Saguenay Herald, Miramichi Herald, Fraser Herald (the Principal Artist), and Coppermine Herald (the Assistant Artist). With their unique expertise, the heralds work directly with the petitioners, lead topic research on heraldry and answer questions from the general public.

The Authority's activities include the granting of new heraldic emblems; the registration of existing emblems; the recognition of native emblems; the approval of military badges, flags and other insignia of the Canadian Forces; and the providing of heraldic information as well as the identification of heraldic artifacts.

During the past year, the Canadian Heraldic Authority has undertaken a number of special projects, including the artwork and technical designs for the Governor

General's Award in Celebration of the Nation's Table; the personal arms of Governor General Johnston as well as his Privy Seal and Academic Medal; the Governor General's Awards in Visual and Media Arts, the Operational Service Medal, based on an existing concept developed by National Defense; the Medal for the Diamond Jubilee of Queen Elizabeth II; and the emblem for the Jubilee year in Canada, which will be celebrated in 2012.

The Public Register of Arms, Flags and Badges of Canada contains the heraldic emblems that have been granted, registered and approved of since 1988. The Canadian Heraldic Authority launched an online register for coats of arms, flags and badges in 2005. Much of the Public Register can be viewed online, and in 2010-2011 two sections were added to this online content: the completion of Volume V, and pages 101-200 of Volume III.

CORPORATE SERVICES

Members of the Corporate Services group are sometimes less visible but no less vital to the success of the Office. Their background functions are essential to the overall good functioning and health of the Office. Corporate services include:

- Administration and Human Resources
- Strategic Management, Finance and Materiel Management
- Information Technology and Information Management.

With strong management, efficient work practices and qualified, dedicated staff, an organization is likely to perform well and achieve its mission. Within the 2010-2011 Integrated Corporate Plan and the 2010–2014 Human Resources Plan, the Office has identified the following strategic priorities for corporate services:

- Strengthening internal management practices
- Fostering an enabling work environment that is supportive to employees and builds capacity for the organization
- Using a variety of staffing processes to sustain a skilled workforce

These are continuing areas of focus for the Office:

- Developing an environment that is conducive to strategic planning
- Integrating human resources and business planning
- Strengthening internal controls
- Improved reporting
- Improved governance processes and tools to support funding decisions
- Developing risk management and evaluation frameworks
- Development of a records retention and disposal framework
- Enhancement of Information Technology (IT) security processes and policy
- Development of an information management culture appropriate to the needs of the Office

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

- Replenishing the workforce
- Offering a healthy performance management and learning strategy
- Developing and implementing new or revised human resources “well-being” programs

APPENDIX A

SUPPORT FROM OTHER GOVERNMENT DEPARTMENTS

In addition to the support provided by the Office, six federal government departments and agencies are also mandated to support the activities of the Governor General:

- 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 an official capacity.
- The Royal Canadian Mounted Police (RCMP) provides support in matters related to the security and personal protection services (similar to the support provided to the prime minister) for the Governor General and his or 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.
- The Department of Foreign Affairs and International Trade (DFAIT) advises the Governor General on all matters related to foreign policy and funds activities related to 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 Office with support for the Citadelle of Québec and accommodation for the Chancellery of Honours, as well as services such as those of the Receiver General.
- The Office also works closely with other agencies such as the Department of Canadian Heritage (PCH), which is the lead department for activities including Royal visits, State funerals, national memorial services and special anniversary celebrations.

These six departments and agencies support the Governor General as part of their statutory responsibilities. In 2010-2011, this support provided had a total value of \$30.36M (see figure 4). These funds are allocated to and spent directly by those departments and agencies and are not transferred to the budget of the OSGG.

Figure 4 – Support from other government departments*

DND ¹	RCMP ²	NCC ³	DFAIT ⁴	PWGSC	PCH
\$9.29	\$6.35	\$11.65	\$1.35	\$1.59	\$0.13

* All dollar figures are in millions

1. DND support consists primarily of personnel and of aircraft operations.

2. The main contributors to RCMP support costs are the Liaison Officer function and Rideau Hall security.
3. NCC support includes three major capital projects at Rideau Hall:
 - a. Exterior envelope upgrade (\$1.3M)
 - b. Palm House (greenhouse) restoration (\$2.8M)
 - c. Dome building rehabilitation (\$1.8M)
4. These costs are mainly attributed to State, official or working visits to Senegal, Congo, Rwanda , Cape Verde, China, Mexico, Kuwait, Qatar and the United Kingdom.

The 2010-2011 financial statements of the Office (Appendix D) include value of accommodation, legal services, employer's contribution to health and dental insurance plans and other goods and services provided to the Office without charge by other government departments and agencies. Such arrangements are often found between federal departments and agencies.

APPENDIX B
2010-2011 EXPENDITURES
Office of the Secretary to the Governor General

Program Activities by Sub-activity

2010-2011
Actuals
(in dollars)

Non-Statutory Budgetary Expenditures

Constitutional, State, Ceremonial and Public Programs

Salaries	6,643,801
State Ceremonial	25,702
Transition Activities	500,271
Program Planning and Implementation	697,924
Communications and Public Information	192,886
Visitor Services	588,987
Former Governors General Support	358,797
Sub-Total:	9,008,368

Canadian Honours Program

Salaries	2,225,294
Honours Events Program	401,358
Canadian Orders, Decorations, Medals and Awards	379,239
Canadian Heraldic Authority Program	73,652
Canadian Honours Program Support	482
Sub-Total:	3,080,025

Corporate Management

Salaries	3,805,003
Corporate Planning and Financial Management	63,744
Human Resources Management	138,855
Information Technology and Information Management	946,302
Facilities, Material and Transportation Management	404,054
Sub-Total:	5,357,958

Statutory Budgetary Expenditures

Governor General's Salary	130,733
Annuities – Former Governors General	450,004
Employer Contribution – Employee Benefit Plan	2,196,707
Sub-Total:	2,777,444

Total expenditures against appropriations **20,223,795**

APPENDIX C

INTERNAL SERVICES – PROGRAM ACTIVITY

The corporate services function enables the Office of the Secretary to the Governor General to carry out its single strategic outcome:

The Governor General, representing the Crown in Canada, is enabled to fulfill constitutional, State, ceremonial and public duties, including the recognition of excellence.

Corporate services are shared functions serving all branches and directorates of the Office in the areas of strategic management, financial services, administration, human resources, information technology, information management, and materiel management (contracting, procurement and asset management).

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

Strategic priorities associated with Internal Services, which were reviewed and updated in 2010-2011, include the following:

- Strengthening internal management practices
- Fostering a work environment that supports employees and builds capacity for the organization
- Using a variety of staffing processes to sustain a skilled workforce

The Corporate Services branch has limited financial and human resources to meet its objectives. This lack of capacity makes it difficult to meet the increasing workload (especially in human resource and financial management), much of which is imposed by central agencies. Notwithstanding these constraints, the branch continues to deliver on its commitments and has made progress on several important initiatives linked to the 2010-2011 strategic priorities of the Office. These projects and initiatives will assist the Office in meeting central agency reporting demands and support managers so that they are better able to meet their responsibilities.

Enhanced Management Practices and Strategic Management

1. Strategic Management

In February 2011, the Office began an assessment of its policy, program and operational capabilities in support of the Governor General. The review addressed three questions.

- How do we achieve greater strategic focus?
- How do we better connect with Canadians?
- How do we modernize our operations?

A strategic plan, developed with full staff participation, will be published early in 2011-2012 and will position the Office to make more efficient use of its resources, set higher standards for performance and achieve greater impact.

Although the Office is not subject to the Treasury Board Policy on Evaluation, and is only subject to a portion of the Treasury Board Policy on Management, Results and Reporting Structure (MRRS), financial and non-financial performance information is incorporated into its business planning process, through which the three branch business plans are linked to the overall strategic priorities of the Office and tied to the resource allocation.

Performance indicators are regularly used to evaluate the effectiveness of activities and programs, and to support decision-making for resource allocation. The Office has access to integrated management information for use in corporate decision-making through its corporate financial management system, salary management system and human resource information systems. In 2011-12 a framework will be developed to enable the Office to evaluate its activities in a more consistent manner.

The Integrated Business and Human Resources Plan was transformed into a Corporate Plan for 2010-2011. The Corporate Plan included an environmental scan, a risk analysis, the priorities and major initiatives of the Office for 2010-2011, as well as financial, human resources and performance measurement information. In 2011-12 the Office will develop a multi-year Corporate Plan to align with its Strategic Plan.

As a small department, the Office is assessed every three years against the Management Accountability Framework (MAF). The Office was last assessed in 2009-2010 in Round VII of MAF. As the Office prepares for its next assessment, it will continue to build upon its progress in the areas of risk management, integrated financial and non-financial performance information, and information and record management structures and processes.

2. Internal Controls and Oversight

The Office continues to document, assess and strengthen its internal controls to comply with the Treasury Board Secretariat's Policy on Internal Control. The Office will produce its first *Statement of Management Responsibility Including Internal Control over Reporting* in 2011-2012. A consultant was hired to assist with the documentation and assessment of the Office's internal control processes as well as the preparation of an action plan to strengthen the internal controls.

The asset management function of the Office – not an asset-intensive organization – is centralized within the Corporate Services Branch. In its most recent MAF assessment, the Office was encouraged to continue its efforts to improve its compliance with Treasury Board's asset management policy, which requires that departments properly value and record assets. A new asset management system was purchased in 2010-2011 and a project team created to configure the system and inventory all assets. The new asset management system and asset management unit will be fully operational by the fall of 2011.

To ensure that managers understand their delegated financial authorities, revised guidelines were released and a training session on financial authorities was held in 2010-11.

To ensure a smooth transition from the former Governor General to the new Governor General, a briefing book on Corporate Services Branch activities was provided to the new Governor General and his spouse; A briefing book for Exempt Staff was also issued.

A new business process was implemented to ensure compliance with the Directive on Receipt, Deposit and Recording of Money, part of the new Treasury Board Financial Management Framework.

In accordance with Treasury Board Policy, the Office continued to use the Special Purpose Account (SPA) established in collaboration with Public Works and Government Services Canada (PWGSC) to facilitate the use of collaborative and cost-sharing agreements. The use of the SPA ensured that funds received for special purposes were prudently managed and properly classified. This procedure also ensured accountability of funds, detailed accounting records and enhanced reporting of transactions relating to collaborative arrangements and cost-sharing agreements. In 2010-2011, the SPA was used for collaborations with organizations such as The Canada Council for the Arts and The Natural Sciences and Engineering Research Council of Canada.

Although Information Management (IM) has been consistently performing retention and disposition to select groups of records, a new approach, new procedures and processes have been developed to permit IM to work in close collaboration with clients on updating existing retention and disposition schedules (RDS) and negotiating new schedules to cover all records of the Office. The staffing of the new Strategic Governance and Compliance Officer position will move this critical item along at a much quicker pace.

The Office enhances its IT security processes and policy in accordance with TBS policy, directives, standards, guidelines, tools and best practices.

IM has adopted the GC Policy on Information Management (PIM) along with various directives such as the Directive on Recordkeeping in order to meet the requirements of TBS policy, directives, standards, guidelines and best practices. IM has developed a number of internal procedures to improve the management of information at the Office and to increase the awareness of information management responsibilities.

IM will be introducing Joint Development Sessions to increase information management and security awareness, to develop the Information Classification Structure (ICS), related file plans as well as Retention and Disposition Schedules (RDS). These business tools will cultivate a strong information management knowledge base amongst all employees of the Office and will help to manage the change in culture. The staffing of the new Strategic Governance and Compliance Officer position and that of the Business Integration and Automation Officer are essential to the continued progress.

3. Improved Reporting

Compilation of information information to meet two new central agency reporting requirements for 2011-12, The *Quarterly Financial Report* and the *Integrated Investment Plan*, began during 2010-2011.

Section 65.1 of the *Financial Administration Act* requires departments to prepare a quarterly financial report comparing current results with results from the first three quarters of the preceding year. The Office of the Secretary to the Governor General will publish its first report on August 29, 2011.

The *Policy on Investment Planning – Assets and Acquired Services* requires that a departmental investment plan be submitted to the Treasury Board Secretariat every three years. The Office is required to prepare and obtain the approval of its

first *Integrated Investment Plan* from the Minister for Treasury Board before March 31, 2012.

The Office has also modified its financial coding and reporting structure to permit budgeting by projects and economic objectives.



Financial Statements of the

Office of the Secretary to the Governor General

For the Year Ended March 31, 2011

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, 2011 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 by management in accordance with Treasury Board accounting policies which are based on 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.

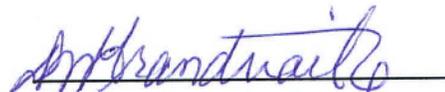
Management is also responsible for maintaining an effective system of internal control over financial reporting designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through careful selection, training and development of qualified staff, through organizational arrangements that provide appropriate divisions of responsibility, and through 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.



Stephen Wallace
Secretary to the Governor General and Herald Chancellor
Deputy Head



Dorothy M. Grandmaitre
A/Director General, Corporate Services
Chief Financial Officer

Ottawa, Canada
Date: August 12, 2011

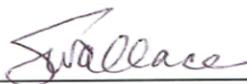
Office of the Secretary to the Governor General
Statement of Financial Position (Unaudited)

As at March 31

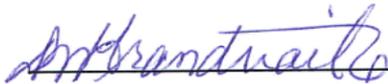
(in dollars)

	2011	2010
ASSETS		
Financial assets:		
Due from Consolidated Revenue Fund	1,222,488	1,316,634
Accounts receivable and advances (note 4)	114,467	259,373
Gift shop inventory	59,340	41,960
Total financial assets	1,396,295	1,617,967
Non-financial assets:		
Prepaid expenses	-	24,523
Medals and official gifts	392,149	389,915
Tangible capital assets (note 5)	165,104	120,688
Total non-financial assets	557,253	535,126
	1,953,548	2,153,093
LIABILITIES AND EQUITY OF CANADA		
Accounts payable and accrued liabilities (note 6)	1,226,490	1,307,736
Vacation pay and compensatory leave	557,435	466,011
Allowance for claims pending settlement	6,000	-
Deferred revenue (note 7)	18,287	16,787
Employee severance benefits (note 8)	1,902,336	1,899,116
	3,710,548	3,689,650
Equity of Canada	(1,757,000)	(1,536,557)
	1,953,548	2,153,093

The accompanying notes form an integral part of these financial statements



 Stephen Wallace
 Secretary to the Governor General and Herald Chancellor
 Deputy Head



 Dorothy M. Grandmaitre
 A/Director General, Corporate Services
 Chief Financial Officer

Ottawa, Canada
 Date: August 12, 2011

Office of the Secretary to the Governor General
Statement of Operations (Unaudited)
For the Year Ended March 31
(in dollars)

	2011	2010
Expenses		
Constitutional, State, Ceremonial and Public Programs	19,607,877	17,838,813
Canadian Honours Program	5,727,633	5,116,659
Internal Services	9,276,103	9,012,104
Total Expenses	34,611,613	31,967,576
Revenues		
Constitutional, State, Ceremonial and Public Programs	61,120	75,371
Canadian Honours Program	17,836	22,185
Total Revenues	78,956	97,556
Net Cost of Operations	34,532,657	31,870,020

Segmented information (note 10)

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

Office of the Secretary to the Governor General
Statement of Equity of Canada (Unaudited)
For the Year Ended March 31
(in dollars)

	2011	2010
Equity of Canada, beginning of year	(1,536,557)	(2,152,747)
Net cost of operations	(34,532,657)	(31,870,020)
Net cash provided by Government	20,074,714	19,281,728
Change in due from the Consolidated Revenue Fund	(94,146)	(236,499)
Services provided without charge by other government departments (note 9)	14,331,646	13,440,981
Equity of Canada, end of year	<u>(1,757,000)</u>	<u>(1,536,557)</u>

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

Office of the Secretary to the Governor General
Statement of Cash Flows (Unaudited)
For the Year Ended March 31
(in dollars)

	2011	2010
Operating activities:		
Net cost of operations	34,532,657	31,870,020
Non cash items:		
Services provided without charge by other government departments (note 9)	(14,331,646)	(13,440,981)
Amortization of tangible capital assets	(76,437)	(85,975)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	(144,906)	207,243
Increase (decrease) in prepaid expenses	(24,523)	24,523
Increase (decrease) in gift shop inventory	17,380	(26,592)
Increase (decrease) in medals and official gifts	2,234	(22,911)
Decrease (increase) in accounts payable and accrued liabilities	81,246	253,522
Decrease (increase) in vacation pay and compensatory leave	(91,424)	8,752
Decrease (increase) in allowance for claims and pending and threatened litigations	(6,000)	
Decrease (increase) in deferred revenue	(1,500)	(12,357)
Decrease (increase) in future employee benefits	(3,220)	459,579
Cash used in operating activities	19,953,860	19,234,823
Capital investing activities:		
Acquisitions of tangible capital assets	120,853	46,905
Cash used in capital investing activities	120,853	46,905
Net cash provided by Government of Canada	20,074,714	19,281,728

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*)

For the Year Ended March 31

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 three 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;
- (b) Canadian Honours Program – The Honours program includes the administration of Canadian Orders, Decorations, Medals and Awards as well as the Canadian Heraldic Authority; and,
- (c) Internal Services - The Office provides services and resources to support its own needs and operations and to enable it to fulfill its corporate obligations. The services and resources provided are related to the following areas: management and oversight, human resource management, financial management, information management, information technology, materiel management, acquisitions, and other administrative services. Internal services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

2. Summary of Significant Accounting Policies

These financial statements have been prepared in accordance with Treasury Board accounting policies stated below, which are based on Canadian generally accepted accounting principles for the public sector. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian generally accepted accounting principles.

Significant accounting policies are as follows:

- (a) Parliamentary authorities – the OSGG is financed by the Government of Canada through Parliamentary authorities. Financial reporting of authorities provided to the OSGG do not parallel financial reporting according to generally accepted accounting principles since authorities 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 authorities from Parliament. Note 3 provides a 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 departments of the Government.
- (c) Amounts due from/to the CRF are the result of timing differences at year-end between when a transaction affects authorities and when it is processed through the CRF. Amounts due from the CRF represent the net amount of cash that the OSGG is entitled to draw from the CRF without further appropriations to discharge its liabilities.

Office of the Secretary to the Governor General
Notes to the Financial Statements (*Unaudited*)
For the Year Ended March 31

(d) Revenues:

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.

Funds that have been received are recorded as deferred revenue, provided the OSGG has an obligation to other parties for the provision of goods, services or the use of assets in the future.

Other revenues are accounted for in the period in which the underlying transaction or event that gave rise to the revenue takes place.

(e) Expenses – Expenses are recorded on the accrual basis:

Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment.

Services provided without charge by other government departments for accommodation, employer contributions to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits:

(i) Pension benefits: Eligible employees participate in the Public Service Superannuation Plan, a multiemployer pension plan administered by the Government. 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.

(ii) 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 the lower of cost and net recoverable value; a valuation allowance is recorded for receivables where recovery is considered uncertain.

(h) Gift Shop Inventory – Gift shop inventory consists of items for resale and is valued at the lower of cost using the average cost method or net realizable value.

(i) Medals and Official Gifts – Medals and official gifts consists of medals for the Order of Canada insignia and other honours as well as official gifts held for distribution in the future and are recorded at original cost.

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

- (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
Computer Hardware	3 years
Computer Software	7 years
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.
- (l) Measurement uncertainty - The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported 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 Authorities

The OSGG receives most of its funding through annual Parliamentary authorities. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary authorities 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)
For the Year Ended March 31

a) Reconciliation of net cost of operations to current year authorities used

	2011	2010
	<i>(in dollars)</i>	
Net cost of operations	34,532,657	31,870,020
Adjustments for items affecting net cost of operations but not affecting authorities:		
Services provided without charge by other government departments	(14,331,646)	(13,440,981)
Medals and official gifts issued	(161,911)	(168,673)
Employee severance benefits	(33,904)	459,579
Amortization of tangible capital assets	(76,437)	(85,975)
Inventory costs	(8,700)	(44,053)
Claims for pending and threatened litigation	(6,000)	-
Vacation pay and compensatory leave	(91,424)	8,752
Revenue not available for spending	90,081	113,300
	<u>(14,619,941)</u>	<u>(13,158,051)</u>
Adjustments for items not affecting net cost of operations but affecting authorities:		
Add: Purchase of medals and official gifts	164,146	145,762
Purchase of gift shop inventory	26,080	17,461
Prepaid expenses	-	24,523
Acquisitions of tangible capital assets	120,853	46,905
	<u>311,079</u>	<u>234,651</u>
Current year authorities used	<u>20,223,795</u>	<u>18,946,620</u>

b) Authorities provided and used

Authorities Provided		
Vote 1 - Program expenditures	18,125,795	17,484,766
Statutory amounts	2,777,479	2,632,493
Less:		
Authorities available for future years	(35)	-
Lapsed authorities: Program expenditures	(679,444)	(1,170,626)
Lapsed authorities: Statutory expenditures	-	(13)
Current year authorities used	<u>20,223,795</u>	<u>18,946,620</u>

Office of the Secretary to the Governor General
Notes to the Financial Statements (*Unaudited*)
For the Year Ended March 31

4. Accounts Receivable and Advances

The following table presents details of the OSGG's accounts receivable and advances balances:

	2011	2010
	<i>(in dollars)</i>	
Receivables from other government departments and agencies	70,041	219,505
Receivables from external parties	40,826	35,268
Employee advances	3,600	4,600
Total	114,467	259,373

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

5. Tangible Capital Assets

(in dollars)

Capital Asset Class	Cost				Accumulated Amortization				Net book value	
	Opening balance	Acquisitions	Disposals and write-offs	Closing balance	Opening balance	Amortization	Disposals and write-offs	Closing balance	2011	2010
Computer hardware	987,787	92,651	-	1,080,438	921,570	43,382	-	964,952	115,486	66,217
Computer software	194,496	-	-	194,496	173,433	8,389	-	181,822	12,674	21,063
Vehicles	326,628	28,202	-	354,830	304,274	22,824	-	327,098	27,732	22,354
Other equipment	18,422	-	-	18,422	7,368	1,842	-	9,210	9,212	11,054
Total	1,527,333	120,853	-	1,648,186	1,406,645	76,437	-	1,483,082	165,104	120,688

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

6. Accounts payable and accrued liabilities

The following table presents details of the OSGG's accounts payable and accrued liabilities:

	2011	2010
	<i>(in dollars)</i>	
Accounts payable to external parties	480,893	551,905
Accounts payable to other government departments and agencies	215,577	212,559
	696,470	764,464
Accrued liabilities	530,020	543,272
Total	1,226,490	1,307,736

7. Deferred Revenue

Deferred revenue represents the balance at year-end of unearned revenues received as gifts, donations or bequests to Rideau Hall from private organizations and individuals to fund specific initiatives. Details of the transactions related to this account are as follows:

	2011	2010
	<i>(in dollars)</i>	
Opening Balance	16,787	4,430
Amounts received	1,500	12,357
Revenues recognized	-	-
Closing Balance	18,287	16,787

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

8. Employee future benefits

a) **Pension benefits:** The OSGG's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government. 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 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 2010-11 expense for the OSGG amounts to \$1,542,088 (\$1,517,766 in 2009-10), which represents approximately 1.9 times (1.9 times in 2009-10) 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 authorities. Information about the severance benefits measured as at March 31, is as follows:

	2011	2010
	<i>(in dollars)</i>	
Accrued benefit obligation, beginning of year	1,899,116	2,358,695
Expense for the year	(258,503)	(356 814)
Benefits paid during the year	261,723	(102,765)
Accrued benefit obligation, end of year	1,902,336	1,899,116

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

9. Related party transactions

The OSGG is related as a result of common ownership to all Government departments, agencies and Crown Corporations. The OSGG enters into transactions with these entities in the normal course of business and on normal trade terms. During the year, the OSGG received common services which were obtained without charge from other Government departments as disclosed below.

(a) Common services provided without charge by other government departments

During the year, the OSGG received services without charge from certain common service organizations related to accommodation, legal services and the employer's contribution to the health and dental insurance plans. These services provided without charge have been recorded in the OSGG's Statement of Operations as follows:

	2011	2010
	<i>(in dollars)</i>	
Accommodation	13,237,618	12,406,729
Employer's contribution to the health and dental insurance plans	1,064,637	985,787
Legal services	29,391	48,465
Total	14,331,646	13,440,981

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.

The Government has structured some of its administrative activities for efficiency, cost-effectiveness purposes and economic delivery of programs to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The cost of these services, such as payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General are not included in the OSGG's Statement of Operations.

(b) Other transactions with related parties:

	2011	2010
	<i>(in dollars)</i>	
Expenses - Other Government departments and agencies	2,254,686	1,971,969
Revenues - Other Government departments and agencies	1,305	-

Office of the Secretary to the Governor General
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31

10. Segmented Information

(in dollars)

Presentation by segment is based on the OSGG's program activity architecture. The presentation by segment is based on the same accounting policies as described in the Summary of significant accounting policies in note 2. The following table presents the expenses incurred and revenues generated for the main program activities, by major object of expenses and by major type of revenues. The segment results for the period are as follows:

	Constitutional, State, Ceremonial and Public Programs	Canadian Honours Program	Internal Services	2011 Total	2010 Total
Operating expenses					
Salaries and employee benefits	9,707,194	2,644,200	4,325,476	16,676,870	15,179,605
Accommodation	7,413,066	2,250,395	3,574,157	13,237,618	12,406,729
Materials and supplies	439,533	321,442	312,518	1,073,493	1,034,906
Professional and other services	960,067	96,160	288,631	1,344,858	1,251,402
Travel	252,936	375,295	33,829	662,060	566,781
Pensions to former Governors General	450,004	-	-	450,004	398,679
Telecommunication services	45,008	-	304,236	349,244	359,550
Information services	239,248	30,981	38,242	308,471	238,661
Purchased repair and maintenance	1,198	-	186,288	187,486	193,700
Postage, freight, express, and cartage	1,635	-	86,422	88,057	119,253
Rentals	94,366	8,116	46,472	148,954	131,726
Amortization expense	-	-	76,437	76,437	85,975
Miscellaneous expenditures	3,622	1,044	3,395	8,061	609
Total expenses	19,607,877	5,727,633	9,276,103	34,611,613	31,967,576
Revenues					
Gift shop	61,082	-	-	61,082	72,808
Heraldic User Fees	-	17,836	-	17,836	22,185
Donation - Heraldic Chain of Office	-	-	-	-	-
Others	38	-	-	38	2,563
Total revenues	61,120	17,836	-	78,956	97,556
Net cost from continuing operations	19,546,757	5,709,797	9,276,103	34,532,657	31,870,020

Office of the Secretary to the Governor General
Notes to the Financial Statements (*Unaudited*)
For the Year Ended March 31

11. Comparative information

Comparative figures have been reclassified to conform to the current year's presentation.