



ANNUAL REPORT 2009-2010

Office of the Secretary to the Governor General

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MESSAGE FROM THE SECRETARY TO THE GOVERNOR GENERAL AND HERALD CHANCELLOR

We are pleased to invite Canadians to review the *Annual Report 2009-2010* of the Office of the Secretary to the Governor General. The annual report describes the key activities of the Office, along with the costs to deliver its programs. More importantly, the report reflects the value that the Office of the Secretary to the Governor General provides to every Canadian.

The Office of the Secretary to the Governor General exists to support the governor general and commander-in-chief of Canada in the execution of constitutional and State duties. The Office also works to offer a program that highlights the evolving nature of Canadian society and the contributions and achievements of Canadians.

As senior adviser, the secretary provides the governor general with support for constitutional, official and ceremonial duties. The secretary helps to shape and interpret the governor general's orientation, vision and program. In addition, the secretary must respond promptly to changing circumstances, ensuring that the governor general's activities are relevant and that events proceed smoothly. This report contains the story of how we accomplished this goal in 2009-2010.

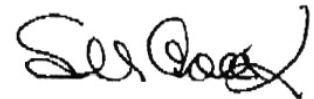
This year, the Office has updated its 2008-2011 Strategic Plan, which is the foundation for assessing and addressing the current and future needs of the organization in order to achieve our business priorities. I firmly believe that integrated planning is crucial to the successful management of the organization that attracts, retains and motivates competent employees.

Every year, the governor general presents honours and awards to hundreds of individuals, the details of which are contained in the report.

We continued to offer Canadians programs both at Rideau Hall and the Citadelle of Québec. We commemorated our fallen soldiers in Afghanistan by creating a display showcased in the Ballroom at Rideau Hall. We offered temporary exhibits, Spirit of Place: BC Young Artists and DIASPORart: Strategy of Seduction by Canadian Artists from Culturally Diverse Community, from the collection of the Canada Council Art Bank. We are working on new offerings for next year, including a new permanent exhibit about the role of the governor general and the history of Rideau Hall to be showcased in the Visitor Centre and a new educational section of the Web site for teachers and students.

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

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



Sheila-Marie Cook

TABLE OF CONTENTS

OVERVIEW OF THE ROLES AND RESPONSIBILITIES OF THE GOVERNOR GENERAL.....	6
OVERVIEW OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL.....	7
THE GOVERNOR GENERAL AND THE CANADIAN CONSTITUTION	9
THE GOVERNOR GENERAL AND THE CANADIAN STATE	11
ENCOURAGING DIALOGUE ON WHAT MATTERS	16
PUBLIC PROGRAMS	25
HONOURING CANADIANS AND RECOGNIZING EXCELLENCE	27
INTERNAL SERVICES.....	29
APPENDIX A.....	31
APPENDIX B	33
APPENDIX C	34
APPENDIX D.....	51
APPENDIX E	54

OVERVIEW OF THE ROLES AND RESPONSIBILITIES OF THE GOVERNOR GENERAL

Her Excellency the Right Honourable Michaëlle Jean

The office of the governor general has evolved over time to become what we know today—a Canadian governor general, which, 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.

The governor general is also commander-in-chief of Canada and in this position, encourages excellence and dedication in military personnel; visits Canadian Forces bases in all regions of the country and on missions abroad; often welcomes troops on their return from overseas missions; and performs other ceremonial duties.

The governor general represents Canada during 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, valour, bravery and exceptional achievements. The governor general is also the head of the Canadian Heraldic Authority, where armorial bearings are granted.

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

His Excellency Jean-Daniel Lafond

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

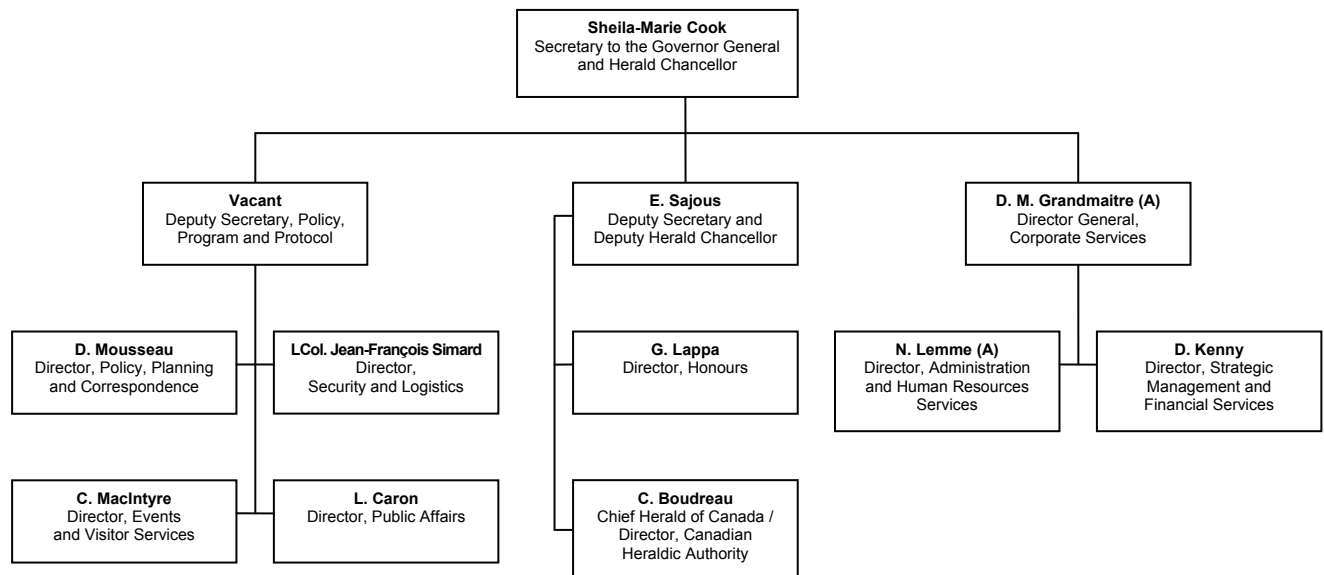
The spouse of the governor general is designated His or Her Excellency while in office. In addition, the spouse is granted membership in the Order of Canada at the level of Companion, and is designated a knight or dame of the Most Venerable Order of the Hospital of St. John of Jerusalem.

OVERVIEW OF THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

The secretary is the principal advisor and deputy to the governor general, and as such is responsible for all aspects of the administration and operations of the Office of the Secretary to the Governor General (OSGG), as well as enabling the governor general to fulfill constitutional, State, ceremonial and other responsibilities. The secretary is also the herald chancellor and is the secretary general of the Order of Canada.

The OSGG is structured into three branches that report to the secretary as deputy head. The prime minister is the minister responsible to Parliament.

Figure 1 - Organization Chart of the OSGG to March 31, 2010



The OSGG 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 their 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 contributions from 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 had a total value of \$28.4 million for services in 2009-2010.

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

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

Funding allocated by Parliament pays for the operations of the OSGG. For 2009-2010, expenses totaled \$18,946,619, as described below.

Figure 2 – Operations of the OSGG

Constitutional, State, ceremonial and other programs	\$8,685,717
Canadian Honours programs	\$2,923,651
Corporate management	\$4,704,772
Statutory (non-discretionary) expenditures	\$2,632,479

Detailed financial reports are provided in appendices B and C.

THE GOVERNOR GENERAL AND THE CANADIAN CONSTITUTION

The Governor General – Representing our Sovereign

Canada's system of government is a constitutional monarchy. Under this system, the governor general serves as the representative of Her Majesty Queen Elizabeth II, Canada's head of State, while the prime minister is the head of government. Both operate within Canada's Parliament. Parliament consists of three essential components: The Queen (as represented by the governor general), the Senate and the House of Commons.

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

Legal and historical convention dictates that the governor general acts on the advice of the Canadian government. However, the governor general also has the right to advise, to encourage and to warn. Non-partisan and non-political, the governor general offers valued counsel to the prime minister and to Cabinet.

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

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

At the request of the Prime Minister, the Governor General prorogued the 2nd Session of the 40th Parliament on December 30, 2009. Her Excellency opened the 3rd Session of the 40th Parliament on March 3, 2010, with the Speech from the Throne.

The Governor General and the Privy Council – Ensuring an executive

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

The Governor General and Royal Assent – From bill to law

Neither The Queen nor the governor general participates in Canada's legislative process, save for signifying The Queen's approval to a bill passed by both the House of Commons and the Senate. This final step of the legislative process is known as the granting of Royal Assent, and is necessary for a bill to become law. In 2009–2010, the Governor General granted Royal Assent to 19 bills. Royal Assent is usually granted by written proclamation at Rideau Hall.

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

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

In 2009-2010, the Governor General granted approval to 2 022 orders-in-council, which together deal with a wide variety of public policy issues. The orders-in-council can be classified in two major categories—regulations for the administration of our country and appointments on the authority of the prime minister and the Cabinet.

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

As part of the executive powers, the governor general serves as commander-in-chief of Canada. In this capacity, the governor general plays a major role in promoting Canada's military at home and abroad.

Recognition of the military's importance can take many forms. The governor general visits Canadian Forces bases across Canada and abroad to take part in military ceremonies, as well as to see troops off to active duty and to see them return from active duty. In addition, the governor general encourages excellence and morale among the Forces. This is accomplished 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 2009-2010:

- unveiling of the Sacrifice Medal and inaugural Sacrifice Medal presentation;
- hosting of two Order of Military Merit investitures and one ceremony for the presentation of Meritorious Service and Military Valour Decorations;
- presentation of the Queen's Colours to the Canadian Navy in Halifax;
- inspection of the Ceremonial Guard at Rideau Hall to mark the beginning of public duties, such as the Relief of the Sentries;
- attending the National Remembrance Day Ceremony in Ottawa along with Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall;
- co-hosting of 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; and
- presentation of scrolls to general and flag officers and meeting with members of the Armed Forces Council.

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

THE GOVERNOR GENERAL AND THE CANADIAN STATE

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

Representing Canada at home and abroad

Acting on behalf of Her Majesty Queen Elizabeth II, Canada's head of State, the governor general has four State responsibilities involving the representation of Canada at home and abroad. These responsibilities require the governor general to:

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

World Leaders – Hospitality in the Canadian interest

At the request of the Canadian government, the governor general welcomes and hosts world leaders and other dignitaries who travel to Canada on State visits, on courtesy calls, for meetings and for working sessions.

State visits are the highest form of diplomatic relations between two countries. In July 2009, the Governor General welcomed Their Majesties the Emperor and Empress of Japan to Rideau Hall at the start of their twelve-day visit to Canada. This was His Majesty's first visit to Canada since he visited as Crown Prince in 1953, touring several Canadian cities en route to the coronation of Her Majesty Queen Elizabeth II. The 2009 visit also marked the 80th anniversary of the establishment of Canada's first diplomatic mission in Japan. During Their Majesties' four days in the nation's Capital, Their Excellencies hosted a State dinner in their honour at Rideau Hall. Their Majesties also attended events in Toronto, Vancouver and Victoria.

Their Excellencies greeted Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall upon their arrival in Newfoundland and Labrador, and then at Rideau Hall in Ottawa, on the occasion of Their Royal Highnesses' official visit to Canada, which took place from November 2 to 12, 2009. On the occasion of this visit, Their Excellencies hosted an official dinner at Rideau Hall and participated with The Prince of Wales and The Duchess of Cornwall in the National Remembrance Day Ceremony at the National War Memorial, in Ottawa.

Less than a year after Their Excellencies' State visit to the Kingdom of Norway, Their Majesties King Harald V and Queen Sonja of the Kingdom of Norway visited Ottawa on March 1 and 2, 2010. Their Excellencies offered a recital in honour of Their Majesties on the occasion of the bicentennial of the birth of Chopin.

In addition to hosting State visits, the governor general receives and meets with world leaders and other dignitaries during courtesy calls and working sessions. Such meetings serve to enhance Canada's bilateral and multilateral relationships with other nations to facilitate the exchange of information in fields of importance to our country. In 2009-2010, the Governor General met with the following leaders and dignitaries:

- Dr. Mirta Roses Periago, Director of the Pan American Health Organization (PAHO);
- His Excellency Luka Bebić, Speaker of the Croatian Parliament;
- His Excellency Kamallesh Sharma, Secretary General of the Commonwealth;
- Mr. Pascal Couchepin, Grand Témoin de la Francophonie for the Winter Olympic and Paralympic Games in Vancouver;
- His Majesty King Letsie III of Lesotho;
- Mr. Jean-Max Bellerive, Prime Minister of the Republic of Haiti;
- Sir Philip Craven, President of the International Paralympic Committee;
- Mr. Jacques Rogge, President of the International Olympic Committee; and
- His Excellency António Guterres, United Nations High Commissioner for Refugees.

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

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

Currently, more than 143 foreign heads of mission are accredited to Canada. In 2009-2010, the Governor General received the letters of credence or commission of 37 of these individuals during 10 ceremonies held at Rideau Hall and the Citadelle. She also hosted a reception for members of the diplomatic corps in January 2010 and meeting with high commissioners from the Commonwealth in April 2009.

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

Along with receiving the credentials of foreign heads of mission accredited to Canada, the governor general confirms the appointment of heads of mission to represent Canada's diplomatic interests abroad. This is done by way of letters of credence, which are in the name of the governor general. In 2009-2010, the Governor General approved the appointment of 71 heads of mission. In addition, she 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. Her Excellency conducted visits to 12 countries in 2009-2010.

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

From April 23 to April 30, 2009, the Governor General undertook State visits to Ukraine and the Kingdom of Norway. The State visit to Ukraine highlighted Canada’s ongoing support for the country’s democratic transformation and economic reforms, as well as the strength of our historic ties and partnerships that connect Canada and Ukraine. In Norway, the visit helped to further develop bilateral relations between the two countries. The visit also underscored our shared values, including the importance we place on finding a fair balance between economic development and environmental protection, and the priority we give to education and youth engagement. This State visit also provided an opportunity for Canada and Norway to pool their expertise on Arctic development and northern populations. During these visits, the Governor General took part in various ways by:

- holding talks with the heads of State, as well as with the heads of government and other legislators, during private meetings, State dinners and courtesy calls in each of the two countries;
- participating in forums and panel discussions with youth groups, academics, community leaders and local non-governmental organizations on subjects such as governance and the role of civil society, civic engagement, inclusive education, diversity, and achievements in the cultural sector;
- participating in a discussion with Ukrainian women on the challenges and opportunities they face in the political, economic and health spheres;
- promoting the benefits of economic collaboration during a luncheon attended by the Canadian Ukrainian community and the Canadian Business Club in Ukraine and during a meeting with Canadian and Norwegian business people to discuss what businesses can do to mitigate the negative effects of climate change;
- attending a reception with members of the Canadian and Norwegian community featuring acclaimed Canadian soprano singer Measha Brueggergosman and highlighting the 2010 Winter Olympic Games;
- paying her respects at important monuments including the Holodomor Memorial Monument in honour of the millions of Ukrainians who died of starvation during the Soviet famine of 1932-1933 and the Chernobyl Museum to meet with Canadians and Ukrainians who were instrumental in organizing and implementing relief efforts following the disaster;

- visiting important landmarks such as the Kyiv-Pechersk Lavra in Kyiv, a historic Orthodox Christian Monastery recognized as a UNESCO World Heritage Site; and
- hosting an *Art Matters* forum to explore current Canadian-Norwegian approaches to arts bridging geographic and cultural distances.

On October 5, the Governor General delivered a speech before the executive board of the United Nations Educational, Scientific and Cultural Organization (UNESCO), at its headquarters in Paris, France. Her Excellency spoke on cultural diversity and solidarity, themes that are dear to her heart. The Governor General also opened an exhibit on cultural diversity at UNESCO Headquarters.

From October 21 to 31, 2009, Her Excellency made an official visit to the Republic of Slovenia and State visits to the Republic of Croatia and the Hellenic Republic. The purpose of the official visit to the Republic of Slovenia was to recognize the country's efforts towards democratization and to celebrate its integration into the North Atlantic Treaty Organization (NATO) and the European Union. The visit also underscored the importance of the trade and cultural ties that Canada and Slovenia share. During the State visit to the Republic of Croatia, the Governor General commended the country's recent membership in NATO, as well as the proactive and exemplary role Croatian officials are playing in promoting security in the region and elsewhere. One of the purposes of the visit to the Hellenic Republic, was to attend the official ceremony in which the Olympic flame was passed to the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games. The visit also highlighted Greece and Canada's commitment to bringing peace and security to Afghanistan. During these visits, the Governor General took part in various ways by:

- holding talks with the heads of State, as well as with the heads of government and other legislators, during private meetings, State dinners and courtesy calls in each of the three countries;
- participating in forums and discussions with young people, women's associations, cultural representatives and citizens, on social cohesion and peace, cultural diversity, heritage preservation, reconciliation efforts, the participation of women in society, as well as peace and security in Afghanistan;
- participating in a reception with the Croatian Olympic and Paralympic committees and attending in Greece the official ceremony in which the Olympic flame was passed to the Vancouver Organizing Committee leading up to the 2010 Olympic and Paralympic Winter Games;
- attending a reception with members of the Canadian community in Slovenia;
- visiting important landmarks, such as the Old Town of Dubrovnik and Ancient Olympia Archaeological Site, and engaging in discussions on their significance and preservation; and
- hosting *Art Matters* forums in Croatia and Greece to explore the role of documentaries in our society and the challenges of promoting and distributing films abroad.

From December 6-15, 2009, the Governor General conducted State visits to the United Mexican States, the Republic of Guatemala and the Republic of Costa Rica. The visits were an opportunity to reinforce the already rich relationships with Mexico, as well as with Guatemala and Costa Rica,

and to continue the collaboration on various important issues affecting all of the Americas. In Mexico, the Governor General highlighted the importance of the relationship between our two countries in the North American context. In Guatemala, the important issues of security and impunity were a central theme. The activities scheduled for Costa Rica underscored the diverse and solid relationship between our two countries, one that is anchored in the Canada-Costa Rica Free Trade Agreement. During these visits, the Governor General took part in various ways by:

- holding talks with the heads of State, as well as with the heads of government and other legislators, during private meetings, State dinners and courtesy calls in each of the three countries;
- delivering addresses to Congress in Mexico and Costa Rica;
- participating in forums and discussions with youth, students, women, representatives of NGOs, Aboriginal leaders and academics on joint security in North America, cultural diversity and economic competition, as well as on youth engagement, human rights, and democracy;
- visiting projects led by the Canadian International Development Agency (CIDA) to reduce poverty and increase job creation, as well as projects that have received financing from the Canada Fund for Local Initiatives;
- participating in a ceremony to honour friends of Canada on the occasion of the 65th anniversary of Canada-Mexico diplomatic relations;
- promoting the benefits of economic collaboration by delivering the keynote address before members of the Canadian and Mexican business communities of Mexico City; and
- hosting a Youth Dialogue as part of her national and international initiative to inspire young people around the world to become catalysts of change and to connect them with decision makers.

The Governor General paid a working visit to the country of her birth, the Republic of Haiti, as well as to the Dominican Republic, from March 8 to 10, 2010. The visit to the Republic of Haiti was made to strengthen the partnership between Canada and Haiti, as the restoration and reconstruction of the country following the earthquake on January 12 continued. The Governor General's visit to the Dominican Republic helped to strengthen the relations between the Republic and Canada and recognized the Dominicans' exemplary leadership in reacting to the Haitian crisis. During these visits, the Governor General took part in various ways by:

- holding talks with the heads of State as well as the heads of national and municipal governments during private meetings and courtesy calls in the two countries;
- participating in discussions with women, representatives of NGOs and heritage organizations, and members of civil society on education and culture, as well as on the involvement of women and young people in Haiti's long-term reconstruction and development strategy;
- visiting various sites affected by the earthquake; and
- taking part in a ceremony on the premises of the National Coalition for Women's Rights Advocacy and in a discussion on the occasion of International Women's Day.

The Governor General of Canada attended the International Donors' Conference towards a new future for Haiti, in New York, on March 31, 2010. The Governor General was present as an observer at this event, which was organized by the United States and the United Nations, in co-operation with the Government of Haiti.

ENCOURAGING DIALOGUE ON WHAT MATTERS

The Governor General's Engagement with Canadians

Breaking Down Solitudes

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

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

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

Official Residences – Hosting events in celebration of Canadian achievements

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

2009-2010 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 Vancouver Olympic Committee (VANOC) and the Paralympic Committee, to discuss planning for the Vancouver 2010 Winter Olympic and Paralympic Games;
- the Canadian Heraldic Authority to celebrate its 20th anniversary;
- the Chambre de commerce de Québec to celebrate its 200th anniversary;
- the Trans-Canada Trail to honour its founders; and

- the Truth and Reconciliation Commission to witness a ceremony focussing on the history and legacy of the Indian Residential Schools.

In addition, the Governor General launched the Royal Canadian Legion's 2009 poppy campaign and the Canadian Cancer Society's annual daffodil campaign at Rideau Hall.

In 2009-2010, more than 8 400 people attended events at Rideau Hall and at the Citadelle of Québec.

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

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

During these visits, Their Excellencies participate in countless activities, from large-scale public events, such as citizenship ceremonies, to school visits to events that feature innovative community projects and round-table discussions on youth, women's issues, the arts and other social issues that are critical to the communities they visit. In 2009-2010, Their Excellencies visited the following regions in Canada:

- From April 16 to 17, 2009, Montréal, Quebec. The Governor General delivered the opening address of the Montreal Millennium Summit, visited Technopôle Angus, the Canadian Centre for Architecture and participated in the 25th PanAfrica International Film Festival;
- From May 25 to June 1, 2009, Nunavut and Nunavik, Quebec. Their Excellencies visited eight communities in three of Nunavut's regions: Rankin Inlet, Kugluktuk, Cambridge Bay, Resolute, Pond Inlet, Clyde River, Pangnirtung and Iqaluit. Their visit ended in Kuujuaq, Nunavik. During their stay, they met with territorial government and municipal representatives. In addition, they held several forums with Inuit youth and elders to highlight their accomplishments and to discuss the challenges they face on a daily basis;
- From June 21 to 22, 2009, Saguenay–Lac-Saint-Jean, Quebec. Their Excellencies marked National Aboriginal Day by participating in the celebrations with the people of Mashteuiatsh. The visit highlighted the spirit of openness, sharing and community living that exists between the Mashteuiatsh Nation and the surrounding municipalities. The visit also took them to Roberval and Chicoutimi where Their Excellencies met with the citizens of each community to acknowledge their accomplishments and ceaseless collective efforts to celebrate the history, possibilities and identity of their region;
- From August 12 to 14, 2009, New Brunswick. Their Excellencies attended the opening ceremony of the Grand Rassemblement Jeunesse 2009, a gathering of youth to celebrate Acadian history and culture. Their Excellencies also visited Bouctouche and met with Acadian artists from various disciplines. They continued their regional visit in Moncton, where they took part in the raising of the Acadian flag and hosted a Youth Dialogue;

- From September 28 to 29, 2009, Vancouver, British Columbia. During the visit, the Governor General took part in several events, bringing people together to celebrate the efforts of citizens, particularly youth, to break down the barriers of indifference, to promote peace and to encourage social engagement. The Governor General delivered the opening address at We Day, visited a youth centre and took part in a youth forum organized by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games;
- From January 23 to 24, 2010, Calgary, Alberta. Their Excellencies took part in the High Performance Rodeo, Calgary's International Festival of the Arts. Their Excellencies hosted a public *Art Matters* forum, organized in conjunction with the festival and the "This is My City Symposium." During this visit, Their Excellencies also met with the Honourable Lindsay Blakett, Alberta's minister of Culture and Community Spirit, and His Worship Dave Bronconnier, Mayor of Calgary;
- From February 8 to 15, 2010, Vancouver and Whistler, British Columbia. Their Excellencies were in British Columbia to attend the XXI Winter Olympics. The Governor General opened the Games before thousands of athletes and dignitaries from the four corners of the globe at the Opening Ceremony. Their Excellencies were also honorary guests at the 122nd session of the International Olympic Committee, which met in Vancouver for the occasion. As honorary patron of the Olympic Truce, the Governor General hosted a Youth Dialogue to discuss the Olympic Truce, and its underlying values of mutual understanding, inclusion and co-operation. Their Excellencies also met with Canadian and foreign athletes, in a spirit of fraternity and solidarity, to celebrate their perseverance, courage and Olympic spirit; and
- From March 11 to 12, 2010, Vancouver, British Columbia. The Governor General was in Vancouver to open the Paralympic Winter Games. Her Excellency also participated in a lunch and discussion with Canadian Paralympic athletes and in a dinner hosted by the International Paralympic Committee.

Their Excellencies also participated in the following events:

- Concert by Oliver Jones and Nikki Yanofsky at the Citadelle of Québec;
- Global Youth Assembly in Edmonton, Alberta, in July 2009;
- Opening of the Canada Games in Charlottetown, PEI, in August 2009; and
- The launch of the Right Honourable Roméo LeBlanc commemorative stamp, in February 2010.

Engaging Youth – Listening to the future

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

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

During 2009-2010, Youth Dialogues and *Art Matters* forums were organized in communities in Canada and abroad. These ventures allowed creative young Canadians to tell exciting stories about how they were using art to improve their communities.

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

Another activity for youth is linked to the Order of Canada, which recognizes Canadians who have exemplified the values of dedication and service and have made major achievements in the community and in Canada as a whole. That willingness to give does not end with their investiture into the Order; the Governor General has found a way to harness their generosity of spirit. In 2009, the Order of Canada Mentorship Program paired 25 exceptional Canadians between the ages of 18 and 25 with members of the Order of Canada.

Many of these mentors experienced the importance of a good mentor earlier in their lives. They see the program as an opportunity to give back to the community.

The Governor General's vision extended beyond the 50 Canadians who directly participated in the mentoring program; online platforms for the program encouraged participants to blog and take part in online forums, which made it possible for all Canadians to share in the learning.

Empowering Women – Seeking safety and a voice

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

She believes that being safe—at home, in our neighbourhoods and in our communities is a basic right that is often denied to women. That is why she has made violence against women a priority in her mandate. This commitment stems from her years working with women and children who had suffered through many forms of violence—work that led to establishing a network of shelters for them.

In 2009-2010, on several occasions, the Governor General shared with other women her hopes and concerns for the future of women. Her Excellency hosted several key events:

- Round-table discussion with non-governmental organizations working with Ukrainian women to obtain an overview of the situation of women in Ukraine related to the challenges and opportunities they face in the political, economic and health spheres. The discussion was held in Lviv, Ukraine during the State visit;
- Discussion with representatives and participants in the Projet Intervention Prostitution du Québec at the Citadelle;
- Presentation to Ingrid Betancourt of the Reporters Without Borders—Radio-Canada International Prize for Women of Courage, in Montréal;
- Presentation of the Governor General’s Awards in Commemoration of the Persons Case;
- Luncheon and discussion with women in honour of the Governor General’s visit to Slovenia. The discussion held in Ljubljana, Slovenia, focused on the role of women in art, culture and civil society;
- Round-table discussion on the participation of women in society held in Zagreb, Croatia during a State visit conducted by the Governor General. This discussion brought together prominent Croatian women from civil society and members of the Canadian delegation;
- Round-table discussion with representatives and beneficiaries of NGOs that support women, youth and Indigenous groups among others in the region of San Cristóbal de Las Casas during Her Excellency’s State visit to Mexico;
- To mark International Women’s Day, the Governor General participated in a round-table discussion in Port-au-Prince, Haiti. Two thousand participants from all walks of life and who are working relentlessly since the earthquake ravaged the country came together on this occasion; and
- Work began in the preparation of the September 2010, two-day Governor General’s Women’s Conference hosted by the Governor General at Rideau Hall. The Conference, “Together for Women’s Security,” gathers women and men from across Canada who are working to ensure women and girls’ security.

Art Matters

For every ceremony honouring and rewarding the talents of Canadian artists, Rideau Hall—on His Excellency Jean-Daniel Lafond’s initiative—organizes a public forum called *Art Matters*. The forums bring together laureates, artists, academics, administrators and members of the public to discuss and examine the challenges facing culture in our society. Along with accompanying Web sites, blogs, webcasts and videos, the *Art Matters* forums encourage dialogue and provide a space for reflection on the creative process and how it is received by society. As of March 31, 2010, more than 40 sessions had already been held across Canada and abroad.

Eleven *Art Matters* forums were held in Canada and abroad in 2009-2010. The forums covered the following topics in art and culture:

- *How do the arts sustain our communities?* (150 citizens participated in this public forum held at the National Arts Centre on April 20, 2009, in conjunction with the BC Scene Festival, in Ottawa.)
- *How do the arts sustain local communities?* (100 citizens participated in this public forum held in Oslo on April 29, 2009, during Their Excellencies' State visit to Norway.)
- *Creating the conditions needed to place the arts and culture at the heart of community development* (40 citizens participated in the forum held at Rideau Hall on September 21 and 22, 2009)
- *The role of documentaries in our society – Zagreb Film Festival* (150 citizens participated in the 39th *Art Matters* forum held on October 24, 2009, during a State visit to the Republic of Croatia.)
- *The challenges of the promotion and distribution of films abroad* (100 citizens participated in this public forum held in Athens on October 30, 2009, during Their Excellencies' State visit to Greece.)
- *How is your writing 'Canadian'?* (140 citizens participated in this public forum held on November 25, 2009, in conjunction with the presentation of the 2009 Governor General's Literary Awards.)
- *Arts, new media and cultural diversity* (200 citizens participated in this public forum in Mexico City held on December 8, 2009, during Their Excellencies' State visit to Mexico.)
- *New media and the impact on the film industry* (100 citizens participated in their public forum held in San José on December 15, 2009, during Their Excellencies' State visit to Costa Rica.)
- *What is the power and purpose of using the arts to engage in social issues?* (150 citizens participated in this public forum held in Calgary, Alberta, on January 24, 2010, organized as part of the High Performance Rodeo Festival.)
- *Citizens to the arts! (Re)connecting citizens, artists and the arts* (150 citizens participated in this forum held in Montréal on February 23, 2010, in conjunction with the announcement of the laureates of the 2010 Governor General's Performing Arts Awards.)
- *Visual literacy: Which tools and skills can we develop to grasp a work of art?* (130 citizens participated in this public forum held at Rideau Hall on March 30, 2010, in conjunction with the 2010 Governor General's Awards in Visual and Media Arts.)

Citizen Voices – A cyberspace venue for dialogue

Their Excellencies launched the *Citizen Voices* Web site in 2006. During her travels in Canada and abroad, the Governor General sought out opportunities to engage people, especially young people, in discussion about democracy, about society, about human rights—about the things that matter to them. Through *Citizen Voices*, she was able to share her impressions and comments on meetings or trips she has had or on specific files. Web site visitors had an opportunity to comment on each of her posts.

What are the triggers for these discussions? Triggers could be events here in Canada or on the other side of the world, following a Youth Dialogue, an *Art Matters* discussion or a State visit, whether in Moncton, Vancouver, Athens (Greece) or Dakar (Senegal). Videos were posted on Citizen Voices following these events and blogs from those who accompanied her on visits or who participated in these events were also published throughout the year.

Correspondence – A tried and true means of dialogue

Although we live in an age of electronic media, anniversary and other special messages as well as written correspondence, continue to help break down solitudes. The volume of requests received says that many Canadians appreciate receiving birthday and anniversary greetings and other special messages from the governor general to mark major occasions in their lives. The governor general also communicates by mail.

During 2009-2010, the OSGG sent over 25 000 messages to mark personal or organization anniversaries or to congratulate Canadians on special achievements on behalf of the Governor General and 4 500 anniversary and birthday messages on behalf of Her Majesty Queen Elizabeth II. The Rideau Hall Correspondence Office prepared more than 1 500 letters in addition to numerous messages following State or regional visits. This year, 2 134 email messages received a response via info@gg.ca, an increase of almost 400 emails from the previous year.

Reaching out to Canadians – Public Affairs

The Rideau Hall Press Office oversees the development and implementation of all communications strategies and tools that support the governor general's program and activities.

Here are some highlights for 2009-2010:

- The Press Office issued 187 press releases and media advisories, as well as 75 messages from the Governor General, including condolences for fallen soldiers of the Canadian Forces. The Press Office received approximately 200 interview requests and hundreds of calls from journalists.
- The Web site www.gg.ca was restructured and launched in October 2009 to improve navigation for the users, improve its functionality and promote the Governor General's current activities, amongst other new features.
- The Governor General actively contributed to the www.citizenvoices.gg.ca Web site, which was created at the beginning of her term of office. The site is designed as a virtual forum for dialogue, and highlights Their Excellencies' program priorities. During the reporting period, it covered seven Youth Dialogues, 11 *Art Matters* forums and two Urban Arts Forums held in Canada and abroad. Each event featured blogs, videos and forums.

The following tables summarize visitor statistics for the Web sites: www.gg.ca and www.citizenvoices.gg.ca.

Figure 3 – Number of Visits

Visits (Google)	2008-2009	2009-2010	% of Change
www.gg.ca	447 288	420 509	-6%
www.citizenvoices.gg.ca	59 227	96 509	63%

Figure 4 – Number of Page Views

Number of Page Views (Google)	2008-2009	2009-2010	% of Change
www.gg.ca	1 646 174	1 697 214	3%
www.citizenvoices.gg.ca	166 391	268 927	62%

Note: Visits represent the number of individual sessions initiated by all the visitors to the site.

Web 2.0 – Social media

In the third year of operation, *Citizen Voices* continues to be a place for dialogue and debate, a place to put into action the mantra that governance is more about listening than talking. Their Excellencies continue to share their impressions of trips and events through blogs, videos and forums.

In 2009, Her Excellency became more visible in social media starting a Facebook account in July and a Twitter account in September. By March 2010, 6 622 fans were following the Governor General on Facebook, where her photos and videos and comments are posted as she travels. Twitter became a valuable communication tool during the Governor General’s visits in Canada and on State visits abroad, as an average of 25% of the traffic to these social media sites came from followers around the world. Twitter provided a new way for people to connect instantaneously with her as she updated her status whenever she attended an official event, sharing with people what she learned and allowing others to pass the information on through retweets.

Figure 5 – Social Media Summary

Social Media Summary	
Videos posted on Citizen Voices	92
Blogs written by the Governor General	13
Blogs submitted by program participants and guests	140
Facebook friends	6 622
Followers on Twitter	2 494

- The Department of National Defence continues to actively support the Office of the Secretary to the Governor General by providing two official photographers and one official videographer, all of whom are members of the Air Force. During the reporting period, they took and archived some 10 240 photographs of the official activities of the Governor General. A selection of those photos is available online in albums covering each of the public activities in the Governor General's program. An authorization and distribution service for the photos, for guests, dignitaries, media, publications and the public enhances their outreach.
- Through an ongoing partnership, Rogers TV Ottawa has captured and broadcast free of charge all Order of Canada and Bravery Decorations award ceremonies at Rideau Hall. The ceremonies can also be viewed online at www.gg.ca by recipients' family members, friends and colleagues who cannot attend the ceremonies.
- With the support of the Public Affairs Division, the Chancellery of Honours published and distributed three editions of the *Order of Canada Newsletter* to all recipients.
- The Order of Canada Mentorship Program was in its second year. The Public Affairs Division organized a campaign to reach potential applicants aged 18 to 25. Public service announcements were sent to over 150 radio stations throughout the country and distributed on social networks. The 25 young applicants selected were able to meet with their assigned mentors in November 2009. The event was open to the media and generated considerable interest. A virtual discussion with the Governor General was held later, and blogs and ongoing interaction on social networks helped maintain the interest and participation of the young people and their mentors.
- Six different governor general's awards ceremonies were held at Rideau Hall. As always, the ceremonies garnered extensive media coverage.
- The State and official visits conducted by the Governor General were supported by an integrated communication strategy, 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 prepared and distributed. In short, all those communication activities made it possible to reach a large number of Canadians and residents, as well as to showcase the vitality, impact and importance of the relations Canada maintains abroad.
- Two special visits required planning and close coordination of communications and media relations: the visit of Their Majesties the Emperor and Empress of Japan in June 2009, and the visit of Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall in November 2009. The distinguished visitors stayed at Rideau Hall and attracted extensive public interest, and the Rideau Hall Press Office team organized and supervised a large number of media activities.
- Finally, the Vancouver Winter Olympic Games in February 2010 held a special place in the events attended by the Governor General. Her Excellency opened the Games and participated in many official activities in the preceding months, beginning with the visit to Greece in fall 2009 to attend the Olympic flame relay, and concluding with the holding of the Paralympic Games in March 2010. The Rideau Hall Press Office organized and helped to implement a number of those events.

PUBLIC PROGRAMS

Celebrating Canada – Public events at the official residences

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

The official residence in the City of Québec is located within the Citadelle of Québec and overlooks the St. Lawrence River high atop 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 residences have a long tradition as gathering places and, over the years, have become increasingly open and accessible to Canadians. In this spirit, both official residences serve as stages for public events, such as concerts, tours and open houses. These activities celebrate Canadian history, reinforce common values, and explore cross-cultural collaborations and feature Canadian artists.

Governor General's Summer Concerts – Showcasing artistic excellence

In July 2009, the Governor General hosted a weekend of free outdoor concerts on the grounds of Rideau Hall. Over 1 000 music lovers attended these concerts starring Canadian musical talent—the rousing military music of the Band of the Ceremonial Guard, the soothing Italian baroque pieces of guitarist Andrew Mah and violinist Renée-Paule Gauthier, as well as the dynamic fusion of eastern and western rhythms played by the all-female OnmanoKo Drumming Ensemble.

Once again this year, the Children's Hospital of Eastern Ontario (CHEO) Bear and all his friends took over the grounds of Rideau Hall for a full day of family fun. Over 8 000 people participated in the CHEO Teddy Bear Picnic, which took place on June 26. The event is hosted by CHEO and the CHEO Foundation as a thank you for all of the support they receive from the kind and generous people of Eastern Ontario, Western Quebec and beyond.

Residence Visitor's Programs – Appreciating our history today

Rideau Hall and the Citadelle of Québec are also recognized as national historic sites and welcome visitors all year-round. During 2009-2010, more than 148 000 people visited these examples of our nation's artistic and cultural heritage. These official residences offer free tours of the residence and grounds, school programs, art tours and family activities.

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

Styled like an English country estate, the grounds of Rideau Hall reflect a distinctly Canadian environment and feature more than 10 000 trees that provide year-round beauty. In summer, visitors of all ages can picnic or take a stroll on the grounds with the self-guided tour brochure and 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 that represent a variety of eras and styles. At the nearby Cap-aux-Diamants Redoubt, they can view one of Canada's oldest military buildings. The Redoubt comprises three vaults, which feature exhibits including artefacts and historical illustrations. Together, these tour attractions recall both the history of this remarkable defence works and the past and present of the oldest public office in Canada: that of the governor general.

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 of the Secretary to the Governor General. Our goal is to reach as many Canadians as we can from coast to coast to coast. Our school program at Rideau Hall in Ottawa and 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 OSGG, in response to government priorities and teachers' requests, is developing a new educational section of the Web site to be launched next year 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.

This year, the OSGG developed three new displays at Rideau Hall. The first was to commemorate our fallen soldiers in Afghanistan. We also offered our visitors a permanent display in honour of Oscar Peterson in the Ballroom and a photo display showcasing the current program of Their Excellencies.

The Ambassador's Room often serves as a temporary exhibit space and is located among the residence State rooms. Many of our exhibitions are presented in collaboration with other cultural institutions.

For the period of March to September 2009, Spirit of Place: BC Young Artists was presented. **DIASPORart: Strategy and Seduction** by Canadian Artists from Cultural Diverse Communities—from the collection of the Canada Council Art Bank—opened in September 2009 and will be featured for one year.

A new exhibit currently under development in the Visitor Centre will highlight the role of the governor general and the history of Rideau Hall.

At the Citadelle of Québec, important conservation work was undertaken to preserve *Le Grand Livre de Champlain*, a gift from the cities of La Rochelle, Rochefort and l'Agglomération Royan Atlantique in France to the people of Canada.

HONOURING CANADIANS AND RECOGNIZING EXCELLENCE

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

The Chancellery of Honours – Ensuring dignified, meaningful recognition

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

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

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

National Honours in 2009-2010 – Highlights of a year of excellence

The Governor General hosted two Order of Canada investitures, two Order of Military Merit investitures, one Order of Merit of the Police Forces investiture, one ceremony to present Meritorious Service and Military Valour Decorations, two Bravery Decorations presentations, two presentations of viceregal awards and decorations, held in different regions of the country, as well as the inaugural presentation of the Sacrifice Medal. A total of 479 national award recipients and 2 196 guests from across Canada attended these ceremonies.

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

New Medals – The Sacrifice Medal

On November 9, 2009, the Governor General presided over the inaugural ceremony of the Sacrifice Medal. The medal was created to provide a tangible and lasting form of recognition for the 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.

The Canadian Heraldic Authority – Serving Canadians since 1988

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

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

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

The online register will eventually contain the basic information and illustrations for the emblems recorded in all five volumes of the *Public Register of Arms, Flags and Badges of Canada*. As of 2009–2010, the online register contained the first 100 pages of Volume III, all 538 pages of Volume IV, and pages 1 to 200 of Volume V. The register will be updated several times a year, shortly after the publication of new Grants, Registrations, Approvals and Confirmations in the *Canada Gazette*.

INTERNAL SERVICES

There is a clear division of labour within the Office of the Secretary to the Governor General: some staff members serve the governor general and the public, while others are the administrative backbone of the organization. Members of the latter group are less visible but no less vital to the Office's success. These "backbone" functions, known as corporate services, are essential to the overall good functioning and health of the OSGG. The services include: Administration and Human Resources, Strategic Management and Finance, Information Technology, Information Management and Material Management.

With strong management, efficient work practices and qualified, dedicated staff, an organization is likely to perform well and achieve its mission. As this report reveals, the OSGG is a well-managed, productive organization with highly competent staff that consistently meets its objectives as it supports the mandate of the governor general.

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

- Strengthening internal management practices and strategic management in the areas of risk management, performance management and enhanced information management; and
- Fostering an enabling environment that is supportive to employees and builds capacity for the organization.

Both of these strategic priorities, as well as others, are described in greater detail in Appendix E.

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

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

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

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

Recently, like many organizations, the Office of the Secretary to the Governor General has had to do more with less. The increased levels of reporting and management of financial and human resources continue to strain employees who are dedicated to meeting the departmental organization and supporting the governor general. In spite of these limitations, we continue to complete many initiatives—such as developing an intranet infrastructure, a performance management strategy and a risk management framework, among others—have given us the tools to achieve greater things with fewer resources.

As with the overall public service, the number of employees retiring is growing in numbers, which has a ripple effect on the organization as we lose valuable corporate knowledge and skills as younger and new employees come into the field with minimal experience. This puts additional pressure on experienced staff members who are required to train and oversee less experienced staff.

APPENDIX A

SUPPORT FROM OTHER GOVERNMENT DEPARTMENTS

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

- The **Department of National Defence (DND)** provides logistical support and transportation (similar to the support provided to the prime minister) to the governor general in 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) to 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.
- **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 OSGG 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 OSGG also works closely with other agencies such as the **Department of Canadian Heritage (PCH)**, which is the lead department for related activities including Royal visits, State funerals, national memorial services and special anniversary celebrations.

These departments and agencies provide this support to the governor general as part of their statutory responsibility, and seek funds to fulfill these responsibilities as part of their own appropriations. In 2009-2010, support provided by these six departments and agencies totaled \$28.4M (see figure 6). These funds are sought and spent directly by the government departments and agencies concerned and are not transferred to the budget of the OSGG.

Figure 6 – Support from other government departments*

DND ¹	RCMP ²	NCC ³	DFAIT ⁴	PWGSC	PCH
\$8.4	\$4.7	\$10.9	\$2.8	\$1.5	\$0.1

* All dollar figures are in millions

1. The main contributors to the overall DND support costs are aircraft expenses and personnel costs; aircraft usage increased in 2009-2010 due to the number of State visits.
2. The 2008-2009 figures should have reflected a total cost of \$4.9M (rather than \$4.3M).
3. The cost of support provided to the OSGG by the NCC includes three major capital projects related to the rehabilitation to the perimeter fence (\$1.6M), the greenhouses (\$2.8M) and the Dome building (\$0.3M).
4. These costs are mainly attributed to the following State visits–Norway, Ukraine, Slovenia, Croatia, Greece, Mexico, Guatemala, Costa Rica, Africa, Senegal, Congo and Rwanda.

The OSGG’s 2009-2010 financial statements (Appendix C) reflect services provided without charge by other government departments that are typical to most departments (e.g., accommodation, legal services, employer’s contribution to health and dental insurance plans).

APPENDIX B

2009-2010 EXPENDITURES

Office of the Secretary to the Governor General

Program Activities by Sub-activity

2009-2010
Actuals
(in dollars)

Non-Statutory Budgetary Expenditures

Constitutional, State, Ceremonial and Public Programs

Salaries	6,546,347
State Ceremonial	32,868
Transition Activities	-
Program Planning & Implementation	1,054,834
Communications & Public Information	163,665
Visitor Services	524,835
Former Governors General Support	363,168
Sub-Total:	8,685,717

Canadian Honours Program

Salaries	2,075,977
Honours Events Program	417,630
Canadian Orders, Decorations, Medals and Awards	366,234
Canadian Heraldic Authority Program	60,593
Canadian Honours Program Support	3,217
Sub-Total:	2,923,651

Corporate Management

Salaries	3,342,873
Corporate Planning and Financial Management	19,696
Human Resources Management	117,961
Information Technology and Information Management	873,078
Facilities, Material and Transportation Management	351,164
Sub-Total:	4,704,772

Statutory Budgetary Expenditures

Governor General's Salary	129,068
Annuities – Former Governors General	398,679
Employer Contribution – Employee Benefit Plan	2,102,169
Spending of Proceeds from Crown Assets	2,563
Sub-Total:	2,632,479

Total expenditures against appropriations

18,946,619

APPENDIX C



**Financial Statements of the
Office of the Secretary to the Governor General
For the Year Ended March 31, 2010**

Office of the Secretary to the Governor General

Statement of Management Responsibility

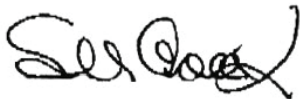
Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2010, and all information contained in these statements rests with the management of the Office of the Secretary to the Governor General (OSGG). These financial statements have been 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.



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



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

Ottawa, Canada
July 30, 2010

Statement of Financial Position (*Unaudited*)

As at March 31

(in dollars)

	2010	2009
		Restated (Note 11)
ASSETS		
Financial assets:		
Due from Consolidated Revenue Fund	1,316,634	1,553,133
Accounts receivable and advances (note 4)	259,373	52,130
Gift shop inventory	41,960	68,552
Total financial assets	1,617,967	1,673,815
Non-financial assets:		
Prepaid expenses	24,523	-
Medals and official gifts	389,915	412,826
Tangible capital assets (note 5)	120,688	159,758
Total non-financial assets	535,126	572,584
	2,153,093	2,246,399
LIABILITIES AND EQUITY OF CANADA		
Accounts payable and accrued liabilities (note 6)	1,307,736	1,561,258
Vacation pay and compensatory leave	466,011	474,763
Deferred revenue (note 7)	16,787	4,430
Employee severance benefits (note 8)	1,899,116	2,358,695
	3,689,650	4,399,146
Equity of Canada	(1,536,557)	(2,152,747)
	2,153,093	2,246,399

The accompanying notes form an integral part of these financial statements

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

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

Ottawa, Canada
July 30, 2010

Statement of Operations (*Unaudited*)

For the Year Ended March 31

(in dollars)

	2010	2009
Expenses		
Constitutional, State, Ceremonial and Public Programs	17,838,813	17,221,813
Canadian Honours Program	5,116,659	4,694,863
Internal Services	9,012,104	8,069,637
Total Expenses	31,967,576	29,986,313
Revenues		
Constitutional, State, Ceremonial and Public Programs	75,371	73,183
Canadian Honours Program	22,185	42,640
Total Revenues	97,556	115,823
Net Cost of Operations	31,870,020	29,870,490

Segmented information (note 10)

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

Statement of Equity of Canada *(Unaudited)*

For the Year Ended March 31

(in dollars)

	2010	2009
		Restated (Note 11)
Equity of Canada, beginning of year	(2,152,747)	(1,743,155)
Net cost of operations	(31,870,020)	(29,870,490)
Net cash provided by Government	19,281,728	20,002,601
Change in due from the Consolidated Revenue Fund	(236,499)	49,400
Services provided without charge by other government departments (note 9)	13,440,981	9,408,897
Equity of Canada, end of year	<u>(1,536,557)</u>	<u>(2,152,747)</u>

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

Statement of Cash Flows (Unaudited)
For the Year Ended March 31
(in dollars)

	2010	2009
Operating activities:		
Net cost of operations	31,870,020	29,870,490
Non cash items:		
Services provided without charge by other government departments (note 9)	(13,440,981)	(9,408,897)
Amortization of tangible capital assets	(85,975)	(157,605)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	207,243	(60 686)
Increase (decrease) in prepaid expenses	24,523	-
Increase (decrease) in gift shop inventory	(26,592)	(108,083)
Increase (decrease) in medals and official gifts	(22,911)	6,660
Decrease (increase) in accounts payable and accrued liabilities	253,522	(79,383)
Decrease (increase) in vacation pay and compensatory leave	8,752	(19,091)
Decrease (increase) in deferred revenue	(12,357)	20,020
Decrease (increase) in future employee benefits	459,579	(110,503)
Cash used in operating activities	19,234,823	19,952,922
Capital investing activities:		
Acquisitions of tangible capital assets	46,905	49,679
Cash used in capital investing activities	46,905	49,679
Net cash provided by Government of Canada	19,281,728	20,002,601

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, legal services and workers' compensation 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

	2010	2009
		<i>(in dollars)</i>
Net cost of operations	31,870,020	29,870,489
Adjustments for items affecting net cost of operations but not affecting authorities:		
Services provided without charge by other government departments	(13,440,981)	(9,408,897)
Medals and official gifts issued	(168,673)	(222,365)
Employee severance benefits	459,579	(110,502)
Amortization of tangible capital assets	(85,975)	(157,605)
Inventory costs	(44,053)	(52,127)
Vacation pay and compensatory leave	8,752	(19,090)
Revenue not available for spending	<u>113,300</u>	<u>95,803</u>
	(13,158,051)	(9,874,783)
Adjustments for items not affecting net cost of operations but affecting authorities:		
Add: Purchase of medals and official gifts	145,762	122,478
Purchase of gift shop inventory	17,461	50,591
Prepaid expenses	24,523	-
Acquisitions of tangible capital assets	<u>46,905</u>	<u>49,679</u>
	<u>234,651</u>	<u>222,748</u>
Current year authorities used	<u>18,946,620</u>	<u>20,218,454</u>

b) Authorities provided and used

Authorities Provided		
Vote 1 - Program expenditures	17,484,766	17,978,057
Statutory amounts	2,632,493	2,534,103
Less:		
Authorities available for future years	-	(13)
Lapsed authorities: Program expenditures	(1,170,626)	(293,551)
Lapsed authorities: Statutory expenditures	<u>(13)</u>	<u>(142)</u>
Current year authorities used	<u>18,946,620</u>	<u>20,218,454</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:

	2010	2009
	<i>(in dollars)</i>	
Receivables from other government departments and agencies	219,505	41,906
Receivables from external parties	35,268	224
Employee advances	4,600	10,000
Total	259,373	52,130

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	2010	2009
Computer hardware	940,882	46,905	-	987,787	887,576	33,994	-	921,570	66,217	53,306
Computer software	194,496	-	-	194,496	145,648	27,785	-	173,433	21,063	48,848
Vehicles	326,628	-	-	326,628	281,920	22,354	-	304,274	22,354	44,708
Other equipment	18,422	-	-	18,422	5,526	1,842	-	7,368	11,054	12,896
Total	1,480,428	46,905	-	1,527,333	1,320,670	85,975	-	1,406,645	120,688	159,758

**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:

	2010	2009
	<i>(in dollars)</i>	
Accounts payable to external parties	551,905	319,392
Accounts payable to other government departments and agencies	212,559	68,269
	<u>764,464</u>	<u>387,661</u>
Accrued liabilities	543,272	1,173,597
Total	<u>1,307,736</u>	<u>1,561,258</u>

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:

	2010	2009
	<i>(in dollars)</i>	
Opening Balance	4,430	24,450
Amounts received	12,357	-
Revenues recognized	-	(20,020)
Closing Balance	<u>16,787</u>	<u>4,430</u>

**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 per cent 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 2009-10 expense for the OSGG amounts to \$1,517,766 (\$1,423,923 in 2008-09), which represents approximately 1.9 times (2 times in 2008-09) 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:

	2010	2009
	<i>(in dollars)</i>	
Accrued benefit obligation, beginning of year	2,358,695	2,248,192
Expense for the year	(356,814)	221,743
Benefits paid during the year	(102,765)	(111,240)
Accrued benefit obligation, end of year	1,899,116	2,358,695

**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, the employer's contribution to the health and dental insurance plans and workers' compensation coverage. These services provided without charge have been recorded in the OSGG's Statement of Operations as follows:

	2010	2009
	<i>(in dollars)</i>	
Accommodation	12,406,729	8,441,408
Employer's contribution to the health and dental insurance plans	985,787	959,141
Legal services	48,465	8,348
Total	13,440,981	9,408,897

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:

	2010	2009
	<i>(in dollars)</i>	
Expenses - Other government departments and agencies	1,971,969	2,165,608
Revenues - Other government departments and agencies	-	883

**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	2010 Total	2009 Total
Operating expenses						
Salaries and employee benefits	9,131,944	2,168,099		3,879,562	15,179,605	16,178,774
Accommodation	6,451,499	2,109,144		3,846,086	12,406,729	8,441,408
Materials and supplies	420,861	317,024		297,021	1,034,906	1,199,320
Professional and special services	612,167	42,704		75,938	730,809	870,767
Travel	172,597	369,646		24,538	566,781	663,741
Other business services	359,209	57,877		103,507	520,593	855,377
Pensions to former governors general	398,679	-		-	398,679	437,856
Telecommunication services	44,371	-		315,179	359,550	388,595
Information services	162,344	43,439		32,878	238,661	291,946
Purchased repair and maintenance	2,207	-		191,493	193,700	194,607
Postage, freight, express, and cartage	2,558	150		116,545	119,253	112,122
Rentals	79,768	8,576		43,382	131,726	163,838
Amortization expense	-	-		85,975	85,975	157,605
Heraldic Chain of Office	-	-		-	-	20,020
Miscellaneous expenditures	609	-		-	609	10,337
Total expenses	17,838,813	5,116,659		9,012,104	31,967,576	29,986,313
Revenues						
Gift shop	72,808	-		-	72,808	73,170
Heraldic User Fees	-	22,185		-	22,185	22,620
Donation - Heraldic Chain of Office	-	-		-	-	20,020
Others	2,563	-		-	2,563	13
Total revenues	75,371	22,185		-	97,556	115,823
Net cost from continuing operations	17,763,442	5,094,474		9,012,104	31,870,020	29,870,490

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

11. Adoption of new accounting policies

During the year, the OSGG adopted the revised Treasury Board accounting policy TBAS 1.2: Departmental and Agency Financial Statements which is effective for the OSGG for the 2009-10 fiscal year. The major change in the accounting policies of the OSGG required by the adoption of the revised TBAS 1.2 is the recording of amounts due from the Consolidated Revenue Fund as an asset on the Statement of Financial Position.

The adoption of the new Treasury Board accounting policies have been accounted for retroactively with the following impact on the comparatives for 2008-09:

	2009 As previously stated	Effect of changes	2009 Restated
	<hr/>		
	<i>(in dollars)</i>		
Statement of Financial Position			
Assets	693,266	1,553,133	2,246,399
Equity of Canada	3,705,880	1,553,133	2,152,747

12. Comparative information

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

APPENDIX D

THE CANADIAN HONOURS SYSTEM IN 2009-2010

The Canadian Honours System

Every year, the governor general presents honours and awards to hundreds of individuals. From community volunteers to astronauts, from actors to members of the military, from scholars to every day citizens, the Canadian Honours System recognizes Canadians from all walks of life for their contributions to our society.

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.

- **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 2009-2010, the Governor General, as chancellor and Principal Companion of the Order, bestowed this honour on six Companions.
- **Officer of the Order of Canada (O.C.)** recognizes a lifetime of achievement and merit of a high degree, especially in service to Canada or to humanity at large. In 2009-2010, the Governor General appointed 31 Officers to the Order of Canada.
- **Member of the Order of Canada (C.M.)** recognizes a lifetime of distinguished service in or to a particular community, group or field of activity. The Governor General bestowed this honour on 57 Members during 2009-2010.

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

- The **Commander of Military Merit (C.M.M.)** recognizes outstanding meritorious service and demonstrated leadership in duties of great responsibility. In 2009-2010, the Governor General, as chancellor and Commander of the Order, appointed six Commanders to the Order of Military Merit.
- The **Officer of Military Merit (O.M.M.)** recognizes outstanding meritorious service in duties of responsibility. In 2009-2010, the Governor General bestowed this honour on 22 Officers.
- The **Member of Military Merit (M.M.M.)** recognizes exceptional service or performance of duty. The Governor General awarded this honour to 83 Members during 2009-2010.

The **Order of Merit of the Police Forces** honours a career of exceptional service or distinctive merit displayed by the members of the Canadian police services. Established in 2000, 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 2009-2010, the Governor General made 30 appointments to 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 2009-2010, no appointments were made.

The **Most Venerable Order of the Hospital of St. John of Jerusalem** is a working order of charitable-minded men and women whose philanthropy is expressed mainly through its two foundations: the St. John Eye Hospital in Jerusalem and St. John Ambulance. Created in 1888 by Queen Victoria, the Order was brought into the Canadian Honours System in 1990. The order is composed of five grades: Bailiff Grand Cross or Dame, Knight or Dame, Commander, Officer, and Serving Member. As prior, the Governor General made 160 appointments to the Order of St. John in 2009-2010.

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 the same awarding criteria as the British Victoria Cross.

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

The **Star of Military Valour (S.M.V.)** recognizes distinguished and valiant service in the presence of the enemy. Her Majesty Queen Elizabeth II created this decoration in 1992; it has been in effect since 1993. In 2009-2010, this decoration was awarded to one recipient. The **Medal of Military Valour (M.M.V.)** recognizes an act of valour or devotion to duty in the presence of the enemy. In 2009-2010, this decoration was awarded to five recipients.

Meritorious Service Decorations (Military Division) recognize individuals who have demonstrated an outstanding level of service, set an exemplary standard of achievement and brought great honour to the Canadian Force 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 high standard that brings considerable benefit or great honour to the Canadian Forces. In the 2009-2010, this decoration was awarded to four 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 2009-2010, this decoration was awarded to 27 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 of a community and brings considerable benefit or honour to Canada.
- The **Meritorious Service Medal (M.S.M.)** recognizes a deed or activity performed in a highly professional manner, or according to a very high standard. Often innovative, this deed or activity sets an example for others to follow, improves the quality of life of a community and brings benefits or honour to Canada.

The Meritorious Service Decorations (Civil Division) program is under review. As a result, no awards were presented in 2009-2010.

Civilian Decorations – For Bravery

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

The **Cross of Valour (C.V.)** recognizes acts of the most conspicuous courage in circumstances of extreme peril. In 2009-2010, no awards were made under this Bravery Decoration program.

The **Star of Courage (S.C.)** recognizes acts of conspicuous courage in circumstances of extreme peril. The Governor General awarded this decoration to five recipients in 2009-2010.

The **Medal of Bravery (M.B.)** recognizes acts of bravery in hazardous circumstances. In 2009-2010, the Governor General awarded this decoration to 73 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 2009-2010, this award was presented to 63 Canadians.

Since 1873, the **Governor General's Academic Medals** have recognized the outstanding scholastic achievements of students in Canada. These medals are awarded to the student graduating with the highest average at four distinct 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 2009-2010, participating educational institutions presented the medals along with personalized certificates signed by the Governor General to 2 955 secondary school students, 211 college students, 102 undergraduate students and 88 graduate students.

APPENDIX E

INTERNAL SERVICES – PROGRAM ACTIVITY

Internal Services encompass the corporate services functions, which enable the Office of the Secretary to the Governor General (OSGG) 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, with service provided to all branches and directorates of the OSGG 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 2009-2010, include the following:

1. Enhanced management practices/strategic management
2. Foster an enabling work environment that is supportive to employees and builds capacity for the organization

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 (most particularly in human resource and financial management), much of which is imposed by central agencies. Notwithstanding these constraints, the Branch continues to deliver on a number of key commitments and has achieved progress on several important initiatives linked to the 2009-2010 OSGG strategic priorities. These projects and initiatives will assist the OSGG in meeting central agency reporting demands and provide support to managers so that they are better able to meet their responsibilities.

Enhanced Management Practices and Strategic Management

1. Strategic Management

The strategic direction of the Office is established and maintained through a three-year Strategic Plan, which is reviewed on an annual basis. The Strategic Business Plan is supported by branch operational plans that detail the outcomes and work required to meet targets in key work areas. The Office updated the Strategic Plan following the strategic planning session, which was held in February 2010 and the revised priorities are stated above.

Although the OSGG 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 OSGG and tied to the resource allocation. Performance information is also regularly used to review the effectiveness of activities and programs, and to re-allocate resources from lower to higher priority areas. The OSGG 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.

The Integrated Business and Human Resources Plan will be transformed into a Corporate Plan for 2010-2011. The Corporate Plan will include an environmental scan, a risk analysis, OSGG's priorities and major initiatives, as well as financial, human resources and performance measurement information.

The OSGG was assessed in Round VII of the Management Accountability Framework (MAF) as a micro agency and as a result, no ratings were provided for each of the areas of management, which form part of the Framework. Instead, a final report was provided by Treasury Board, which commended the OSGG for progress made since the last MAF assessment in 2006. Of particular note were improvements 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 OSGG continues its work to strengthen and document its internal controls and to inform and educate managers and staff on applying sound management practices.

The OSGG is not an asset-intensive organization; therefore, the asset management function is centralized within the Corporate Services Branch. In its most recent MAF assessment, the OSGG was encouraged to continue its improvement efforts in the management of its assets to comply with Treasury Board Policy, which requires that departments properly value and record assets. Asset information is currently recorded on an in-house system; however, a more robust commercial product with a barcode system and the functionality to value and record assets will be implemented in 2010. This will enable the OSGG to conduct a thorough verification of its recorded assets and will enhance the monitoring and control of assets.

Improvements have been made to internal financial and contracting processes as a result of a 2008 horizontal audit conducted by the Office of the Comptroller General (OCG) and a subsequent internal review by the OSGG. In response to the audit recommendation that the OSGG strengthen its process to ensure an appropriate level of governance, a senior management oversight function was implemented in 2009. As a result, all contracts over \$10,000 are submitted to the director general of Corporate Services for review and approval. In addition, monthly activity reports for contracts greater

than \$5,000 are submitted to the Senior Management Committee for their review. Public Works and Government Services Canada (PWGSC) standing offers and supply arrangements are used when available and appropriate.

To ensure that responsibility managers are equipped with the knowledge and tools necessary to procure goods and services, an information session on contracting and procurement is under development and will be presented to managers in 2010-2011.

Upon receipt of the revised delegation instrument from the prime minister, the delegation matrix was reviewed to determine appropriate levels for various positions. Training materials and guidelines were developed for an information session for managers and staff with delegated authority, which will be held early in 2010-2011.

Subsequent to the implementation of the directives supporting the Treasury Board Financial Management Framework and the Internal Control Policy, a review of the new policies and directives was conducted and an action plan was developed to ensure that financial resources are used appropriately and internal controls are sound.

To ensure compliance with the Directive on Receipt, Deposit and Recording of Money, which forms part of the new Treasury Board Financial Management Framework, a comprehensive review of the internal processes was undertaken and key internal stakeholders were engaged in the conduct of this review. Guidelines were drafted and implementation of a new business process is planned for 2010-2011.

In accordance with Treasury Board Policy, a Special Purpose Account (SPA) was established in collaboration with Public Works and Government Services Canada (PWGSC) to facilitate the use of collaborative and cost-sharing agreements. The establishment of such an account ensures that funds received for special purposes are prudently managed and properly classified. This account also ensures accountability of funds, detailed accounting records and enhanced reporting of transactions relating to collaborative arrangements and cost-sharing agreements. The SPA was first used for the collaborative arrangement between OSGG and the Canada Council for the Arts for the presentation of the Killam Prizes, which took place at Rideau Hall on October 8, 2009.

3. Budgeting, Monitoring and Reporting

Full implementation of the automated purchasing module in 2009-2010 supported the monitoring and overall budgetary control capacity during the fiscal year. Transactions that did not meet the internal controls criteria were rejected and then modified as required. In addition, the procurement business process was enhanced through the redirection of procurement requests. This resulted in a more efficient process for the managers as well as the staff involved in the process.

To comply with Treasury Board's budget cap on travel, conferences and hospitality, which was imposed on federal government departments as a result of Budget 2009, internal controls were implemented to effectively monitor the status of expenses and to develop monthly and annual projections. Spending in these areas was strictly controlled, potential areas for savings were identified and managers were reminded to promote effective travel management practices wherever possible.

The departmental financial management system, which was upgraded at the end of 2008-2009, provided additional functionality, which improved budgetary control and reporting capabilities throughout the 2009-2010 fiscal year.

An enhancement was introduced to the existing financial reporting web tool (SQL Reporting Services), which provided managers real-time access to all available financial information. As a result, managers were able to control and monitor the financial aspects of their projects and make operational decisions in a timelier manner.