



ANNUAL REPORT 2007-2008

Message from the Secretary to the Governor General and Herald Chancellor

It is a pleasure for me to invite Canadians to review the *2007–08 Annual Report by the Office of the Secretary to the Governor General (OSGG)*.

The OSGG's annual report outlines how the governor general services Canadians every day. It describes key activities and their cost, as well as their value to Canadians. It also details the administrative costs of the Office.

The OSGG exists to support the governor general and commander-in-chief of Canada in carrying out his or her constitutional and State duties together with an active program aimed at highlighting the evolving nature of Canadian society. The OSGG also recognizes the contributions and achievements of our fellow citizens. You may, however, be wondering what the secretary to the governor general does. Let's take a closer look.

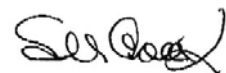
As senior advisor to the governor general, the secretary is responsible for providing the governor general with the best, unbiased support possible in the performance of his or her duties and constitutional, official and ceremonial responsibilities. He or she must also actively encourage and symbolize Canadian unity, values and traditions. It should also be noted that the secretary reports on his or her activities to Parliament via the prime minister.

Thus, the secretary must assist in shaping and interpreting the governor general's orientation and vision and responds to changing circumstances in a timely manner to ensure that the governor general's activities and events proceed smoothly. It goes without saying that changes to Canadian society and the ever-evolving role of the Office require that innovative ideas be developed to replace more conventional practices. Finding a balance between the need to maintain the utmost respect for the OSGG's traditions and demonstrating creativity sometimes requires that calculated and measured risks be taken.

The way in which the Office's areas of concern, policies and decisions are managed can have a profound impact on the exercise of parliamentary democracy. The secretary's conduct and advice when interacting with the public, other government bodies and non-government organizations can affect public perception of the OSGG and can either enhance or detract from the public's understanding of the roles and responsibilities of the governor general. This is why it is especially important for the secretary to be attentive to intercultural differences and to the complex nature of representations by various individuals and groups so that the governor general may have an accurate idea of complex national and international situations.

This is merely a general overview of the responsibilities of the secretary. I would like to emphasize that in the exercise of its mandate, the OSGG is able count on the support of a number of federal departments and agencies, including the Royal Canadian Mounted Police, which provides protective services to Their Excellencies; the National Capital Commission, which maintains the residence and grounds of Rideau Hall; Foreign Affairs and International Trade Canada, which supports the governor general's international activities; Canadian Heritage, which provides the governor general with protocol support during ceremonies held in Canada and abroad; and the Department of National Defence, which supports the governor general in the role of commander-in-chief. To them, I convey my sincerest thanks.

I would like to conclude by expressing my deep appreciation and full gratitude to the OSGG's staff for their professionalism, dedication, and commitment to excellence.



Sheila-Marie Cook

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Overview of the Roles and Responsibilities of the Governor General

The role of the governor general dates back nearly 400 years to 1608 when Samuel de Champlain acted as the governor of New France. He established what has become the oldest continuing public office in Canada.

The office 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. Since 1935, all governors general of Canada have been named by the Sovereign exclusively on the recommendation of the Prime Minister.

On September 8, 1947, George VI issued new *Letters Patent* to the Governor General under the Great Seal of Canada. This instrument empowered the governor general to exercise, on the advice of Canadian ministers, all the powers of the Sovereign in relation to Canada, with the exception of the appointment of the governor general. In other words, the *Letters Patent* transferred the exercise of powers, authorities and functions of the Sovereign to the governor general.

Since 1952 every governor general of Canada has been a Canadian citizen. The 27th Governor General of Canada is Her Excellency the Right Honourable Michaëlle Jean. She carries out her mandate with the support of her spouse, His Excellency Jean-Daniel Lafond. They have one daughter, Marie-Éden Lafond.

The governor general ensures the continuity and functioning of the government. The governor general may consult with the prime minister, other ministers of the Crown and senior officials, elected and unelected. The governor general has the right to be consulted, to encourage and to warn.

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 also chairs the Armed Forces Council once a year and meets regularly with the Chief of the Defence Staff.

The governor general has always had a central role in [promoting national identity](#) by supporting Canadian values, culture, heritage, inclusion and diversity. The governor general also promotes national unity by fostering a sense of belonging by participating in events such as Canada Day, Remembrance Day, official commemorative services, provincial, regional and urban visits, national citizenship ceremonies, and civic events.

By listening and speaking to Canadians where they live and work, the governor general is able to bring Canadians together in a non-partisan way, reminding us of the common values that unite us while celebrating our regional diversity and [Canadian identity](#).

[Honouring Canadians](#) and recognizing excellence is another important role of the governor general. Individuals are recognized and rewarded for outstanding achievements in many fields of endeavour through such national honours as the Order of Canada, Bravery Decorations, and academic medals, and through awards conferred in the governor general's name, such as the Governor General's Literary Awards, the Governor General's Performing Arts Awards, the Governor General's Awards in Visual and Media Arts, and the Governor General's Awards for Excellence in Teaching Canadian History.

Role of the Spouse of the Governor General

Since 1848 the spouse of the governor general has shared in the ceremonial, domestic and representational aspects of the vice-regal role. In addition, spouses have traditionally carried out their own programs in support of the governor general's broad themes. His Excellency Mr. Jean-Daniel Lafond has continued this tradition by spear-heading events related to the arts and culture as well as Canadian food and wine.

Overview of the Office of the Secretary to the Governor General

The Office of the Secretary to the Governor General (OSGG) supports the governor general in delivering her mandate and in fulfilling her constitutional, State, ceremonial, and other responsibilities.

The OSGG is also responsible for planning and implementing the governor general's program and the many activities that she undertakes with, and on behalf of, Canadians across the country and abroad, and with the Canadian Forces as their [commander-in-chief](#).

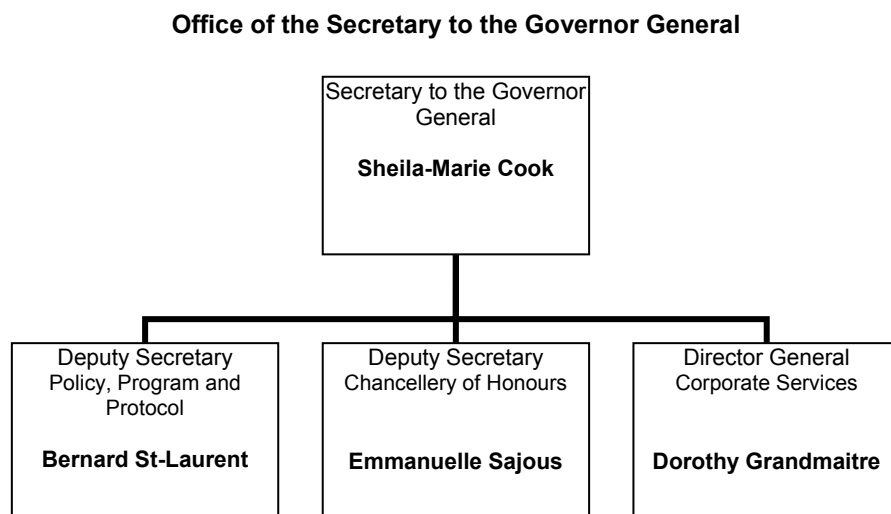
To help Canadians understand the [roles and responsibilities](#) of the governor general and how she fulfills them, the OSGG offers a public information program and extensive visitor and interpretation programs at the governor general's historic official residences: Rideau Hall in Ottawa and the Citadelle in the city of Québec.

The OSGG is also responsible for administration of the [Canadian honours system](#).

The secretary to the governor general is the senior official in the OSGG. In addition to having overall responsibility for all aspects of the management and operations of the OSGG, the secretary acts as the senior advisor to the governor general. The secretary is also responsible for all aspects of the vice-regal program, from planning to implementation.

The OSGG is structured into three branches that report to the secretary in her capacity as the deputy head. The prime minister is the minister responsible to Parliament. Figure 1 presents an organizational chart.

Figure 1. Organization Chart as of March 31, 2008



The OSGG receives funding through parliamentary appropriations for expenses incurred during the fiscal year. For 2007–08, expenses incurred totalled \$19,490,199 (see Appendix A), comprising:

- \$9,267,698 for the constitutional, State, ceremonial and public programs;
- \$3,016,915 for the Canadian honours program;
- \$4,704,589 for corporate management; and
- \$2,500,997 for statutory expenditures.

Support from Other Government Departments

In addition to the support provided by the OSGG, six other 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 support to the governor general through logistical support and transportation for the Head of State (similar to the support provided to the prime minister);
- The **Royal Canadian Mounted Police (RCMP)** provides support in matters related to security and personal protection services to the governor general and family, domestically and abroad (similar to the support provided to the prime minister);
- The **National Capital Commission (NCC)** is responsible for the preservation, maintenance and capital construction projects for all the official residences located in the National Capital Region;
- **Foreign Affairs and International Trade Canada (DFAIT)** advises the governor general on all matters related to foreign policy and funds incoming State visits, 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 residence of the governor general at the Citadelle of Québec, accommodation for the Chancellery of Canadian Honours and services such as those of the Receiver General;
- **Canadian Heritage (CH)** is the lead department for related activities such as 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 2007–08, support provided by these six departments and agencies totaled \$20.4 million (see Figure 2). These funds are sought and spent directly by these government departments and agencies concerned and are not transferred to the budget of the OSGG.

Figure 2. Support from other government departments (in millions of dollars), 2007–08

DND ¹	RCMP	NCC ²	DFAIT	PWGSC	CH ³
5.8	4.7	6.8	1.4	1.7	0

1. DND corrected the manner in which they report aircraft costs which resulted in higher annual costs than in previous years.
2. The cost of support provided to the OSGG by the NCC is mainly attributable to two major capital projects related to the rehabilitation of the front façade of Rideau Hall (\$3.2 M) and the Visitor Center at 11 Rideau gate (\$0.2 M).
3. There were no state functions or special initiatives in 2007–08 where support from Canadian Heritage was required.

The OSGG's 2007–08 financial statements (Appendix B) also reflect services provided without charge by other government departments typical to most departments (e.g., accommodation, legal services, employer's contribution to health, and dental insurance plans).

Report on Performance

- [Constitutional Responsibilities](#)
- [Responsibilities as Head of State](#)
- [Commander-in-Chief](#)
- [Bringing Canadians Together](#)
- [Honouring Canadians and Recognizing Excellence](#)

The governor general has various duties that include fulfilling constitutional and State responsibilities, bringing Canadians together, honouring Canadians and recognizing excellence. The following provides a summary of activities undertaken by Her Excellency the Governor General of Canada, Michaëlle Jean, over the past year and the results achieved in these areas.

Constitutional Responsibilities

The governor general's constitutional responsibilities, and her fulfillment of these responsibilities in 2007–08 is as follows:

- **Summon, prorogue and dissolve Parliament and deliver the Speech from the Throne.** On October 16, 2007, the Governor General delivered the Speech from the Throne, to open the second session of the [Thirty-ninth Parliament](#).
- **Ensure that Canada always has a prime minister.**
- **Swear in Cabinet members and privy councillors.** On August 14, 2007, the Governor General presided over a swearing-in ceremony following several changes to the Cabinet Ministry, including the appointment of six ministers.
- **Grant Royal Assent to government legislation.** In 2007–08, the Governor General granted Royal Assent to 36 government bills including:
 - An Act to amend the First Nations Land Management Act (Bill S-6)
 - An Act to amend the Criminal Code (conditional sentence of imprisonment) (Bill C-9)
 - An Act to amend the Canada Transportation Act and the Railway Safety Act and to make consequential amendments to other Acts (Bill C-11)
 - An Act to provide for emergency management and to amend and repeal certain Acts (Bill C-12)
 - An Act to amend the Citizenship Act (Bill C-14)
 - An Act to amend the Canada Elections Act (Bill C-16)
 - An Act to amend certain Acts in relation to DNA Identification (Bill C-18)
 - An Act to amend the Criminal Code (criminal interest rate) (Bill C-26)
 - An Act to amend the Canada Elections Act and the Public Service Employment Act (Bill C-31)
 - An Act to amend the Canada Pension Plan and the Old Age Security Act (Bill C-36)
 - An Act to amend the Excise Tax Act, the Excise Act, 2001 and the Air Travellers Security Charge Act and to make related amendments to other Acts (Bill C-40)
 - An Act to amend the Quarantine Act (Bill C-42)
 - An Act to provide for the resumption and continuation of railway operations (Bill C-46)
 - An Act respecting the protection of marks related to the Olympic Games and the Paralympic Games and protection against certain misleading business associations and making a related amendment to the Trade-marks Act (Bill C-47)
 - An Act to amend the Criminal Code in order to implement the United Nations Convention against Corruption (Bill C-48)
 - An Act to implement certain provisions of the budget tabled in Parliament on March 19, 2007 (Bill C-52)
 - An Act to amend the Criminal Code (unauthorized recording of a movie) (Bill C-59)
 - An Act for granting her Majesty certain sums of money for federal public administration for the financial year ending March 31, 2008 (Appropriation Act No. 2 2007-2008) (Bill C-60)
 - An Act to amend the Geneva Conventions Act, an Act to incorporate the Canadian Red Cross Society and the Trade-marks Act (Bill C-61)
 - An Act to amend the Canada-United States Tax Convention Act, 1984 (Bill S-2)
 - An Act to amend the Criminal Code and to make consequential amendments to other Acts (Bill C-2)

- An Act to amend the Immigration and Refugee Protection Act (certificate and special advocate) and to make a consequential amendment to another Act (Bill C-3)
- An Act to amend the Canada Transportation Act (railway transportation) (Bill C-8)
- An Act to implement the Convention on the Settlement of Investment Disputes between States and Nationals of Other States (ICSID Convention) (Bill C-9)
- An Act to give effect to the Nunavik Inuit Land Claims Agreement and to make a consequential amendment to another Act (Bill C-11)
- An Act to amend the Bankruptcy and Insolvency Act, the Companies' Creditors Arrangement Act, the Wage Earner Protection Program Act and chapter 47 of the Statutes of Canada, 2005 (Bill C-12)
- An Act respecting the exploitation of the Donkin coal block and employment in or in connection with the operation of a mine that is wholly or partly at the Donkin coal block, and to make a consequential amendment to the Canada--Nova Scotia Offshore Petroleum Resources Accord Implementation Act (Bill C-15)
- An Act to amend the Canada Elections Act (verification of residence) (Bill C-18)
- An Act to implement certain provisions of the budget tabled in Parliament on March 19, 2007 and to implement certain provisions of the economic statement tabled in Parliament on October 30, 2007 (Bill C-28)
- An Act for granting to Her Majesty certain sums of money for the federal public administration for the financial year ending March 31, 2008 (Appropriation Act No. 3, 2007-2008) (Bill C-35)
- An Act to permit the resumption and continuation of the operation of the National Research Universal Reactor at Chalk River (Bill C-38)
- An Act respecting payments to a trust established to provide provinces and territories with funding for community development (Bill C-41)
- An Act to amend the Museums Act and to make consequential amendments to other Acts (Bill C-42)
- An Act to amend the Agricultural Marketing Programs Act (Bill C-44)
- An Act for granting to Her Majesty certain sums of money for the federal public administration for the financial year ending March 31, 2008 (Appropriation Act No. 4, 2007-2008) (Bill C-48)
- An Act for granting to Her Majesty certain sums of money for the federal public administration for the financial year ending March 31, 2009 (Appropriation Act No. 1, 2008-2009) (Bill C-49)
- **Issue Orders in Council.** In 2007–08, the Governor General approved 2,162 Orders in Council.

Responsibilities as Head of State

The governor general also has responsibilities as head of State, and her fulfillment of these responsibilities in 2007–08 is as follows:

- **Welcome and host world leaders.** A State visit to Canada takes place at the invitation of the governor general on the advice and request of the prime minister. Canada usually hosts three to four State visits a year, depending on domestic considerations. These events serve as an opportunity to strengthen bilateral relations, to promote Canada's foreign policy objectives and to showcase the best of Canada to our visitors from abroad. While a State visit may last for a week or more, the official visit to Ottawa usually lasts about two days. The governor general typically hosts a visiting head of State and his or her accompanying party at Rideau Hall. This includes an official welcoming ceremony with a military guard of honour and 21-gun salute, the landau and RCMP mounted escort, the exchange of official gifts, meetings between the heads of State, and State functions. State functions bring together leading Canadians from a wide variety of disciplines (business, culture, civil society, academia and youth) and from all parts of the country, giving the visiting Heads of State and their delegations greater opportunities to make contacts and develop partnerships. In 2007–08, Their Excellencies received His Excellency László Sólyom, President of Hungary on his State visit to Canada.

In addition to State visits, the governor general is also called on by the government to receive and meet with other world leaders for courtesy calls, round-table discussions, expanded meetings and working sessions. In 2007–08, the Governor General met with His Royal Highness The Earl of Wessex; the Governor General of Jamaica, His Excellency the Most Honourable Professor Sir Kenneth Octavius Hall; the President of the Senate of the Italian Republic, His Excellency Franco Marini; the Prime Minister of the Czech Republic, His Excellency Mirek Topolánek; the Prime Minister of Russia, His Excellency Viktor Zubkov; the Secretary General of the Commonwealth, the Right Honourable Don McKinnon; the Brazilian Minister of Foreign Affairs, His Excellency Celso Amorim; the Secretary General's Special Representative to Haiti, Mr. Edmond Mulet; Mr. Jean-Pierre Raffarin, former Prime Minister of the French Republic, Senator for Vienne (Poitou-Charentes) and President of the French Organizing Committee for the Celebrations of the 400th Anniversary of the founding of Québec City; the President of the Poitou-Charentes Regional Council, Ms. Marie-Ségolène Royal; the Prosecutor of the International Criminal Court for Haiti, Mr. Luis Moreno-Ocampo. Her Excellency also greeted President George W. Bush at the Ottawa Airport and met with Professor Jody Williams, recipient of the 1997 Nobel Peace Prize, and with a Haitian commercial and investment delegation as well as with Afghan Women Parliamentarians.

- **Receive letters of credence or commission from foreign heads of mission.** Letters of credence or commission are the formal documents by which a head of State introduces a new head of a diplomatic mission to the head of State of the receiving country. More than 120 foreign heads of mission are accredited to Canada, and in 2007–08 the governor general received the letters of credence or commission of 24 of these individuals in ceremonies held either at Rideau Hall in Ottawa or at the Citadelle of Québec.
- **Confirm the appointment of Canadian heads of mission to be posted abroad.** In 2007–08, the governor general approved the appointment of 42 Canadian heads of mission.
- **Represent Canada abroad.** It is customary for State visits to be made at the invitation of the host country. State visits by the governor general are important instruments of Canadian foreign policy, and are carried out at the request of the prime minister on the advice of the Department of Foreign Affairs and International Trade (DFAIT). Since the 1967–74 mandate of His Excellency the Right Honourable Roland Michener, State visits have been a significant component of the governor general's program. With the assistance of DFAIT, the Department of National Defence, the Canadian International Development Agency and Canadian embassies, in 2007–08 Governor General Michaëlle Jean represented Canada abroad by:
 - undertaking a State Visit to Brazil;
 - attending the installation of Argentine President Cristina Fernández de Kirchner; and
 - participating in Forum 2000 hosted by former Czech President Vaclav Havel in Prague.

Commander-in-Chief

As commander-in-chief of Canada, the governor general maintains an active interest in the activities of the Forces by visiting units and bases and by participating in military ceremonies. The governor general is often invited to attend ceremonies marking milestones in the history of military units and formations in all branches of the service. These events can include the presentation of colours, the opening of new facilities, and participation in commemorative ceremonies for special anniversaries. Visits to military units are often combined with regional visits. The governor general also visits members of the Canadian Forces serving on missions abroad. In her role as Commander-in-Chief, the Governor General took part in the following activities in 2007–08:

- Hosted the second Commander-in-Chief's Ball;
- Inspected the troops on Parliament Hill for the opening of the summer Changing the Guard season;
- Inspected the troops at the national Remembrance Day ceremony;
- Co-hosted the Silver Cross Luncheon with the Chief of the Defence Staff at Rideau Hall;
- Offered messages of condolences to the families of fallen soldiers on behalf of all Canadians;
- Participated in repatriation ceremonies for the return of fallen soldiers from Afghanistan and met with the families of the fallen soldiers;
- Participated in 90th anniversary Vimy ceremonies at the War Memorial;
- Presented the 2007 Vimy Award to General Ray Hénault at a dinner held at the Canadian War Museum;
- Met a delegation from France's Centre des Hautes Études Militaires;
- Visited the troops at CFB Gagetown and Valcartier;
- Hosted a dinner for the 2007 NATO Military Committee Conference; and
- Presented scrolls to generals and flag officers.

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

Bringing Canadians Together

The governor general has an important traditional role in promoting national identity and unity. This is accomplished by visiting Canadian communities, hosting events at the governor general's official residences, and continuing the visitors' program at both official residences.

Young people are one of Her Excellency's priorities. She would like the institution that she represents to give youth special focus. She wants them to know that their ideas count, as does their way of seeing and understanding the world.

That is why, last year, the Governor General decided to create two youth initiatives, Urban Art Forums and Youth Dialogues, to help render the institution of the governor general more accessible, relevant and meaningful to young Canadians, providing them with an unprecedented opportunity to reach decision makers and citizens alike. Decision makers, members of the Order of Canada and philanthropists participate in the forums to learn about the accomplishments of marginalized youth, and to offer ways to assist them in their efforts. Some forums have resulted in new community initiatives, which, on more than one occasion, have encouraged entire neighbourhoods to work together. Moreover, to celebrate the cultural and historic ties between Canada and Haiti, the Governor General was proud to be patron for a project in which seven performances of a Haitian version of the Quebec rock-operetta, *Starmania*, were provided to a Canadian audience. The project allowed Canadian youth to travel to Haiti to participate in community-building arts-based project in the seaside town of Jacmel. The project was pursued with the direct collaboration of international hip-hop star, Wyclef Jean. In turn, Haitian artists traveled to Canada in 2007, to meet with their counterparts and perform *Starmania* in Montreal. In 2007-08, the Governor General participated in and helped to spearhead 19 youth events, encompassing over 8,000 people.

For every Governor General's Award ceremony honouring the talents of Canadian artists, Rideau Hall — on His Excellency Jean-Daniel Lafond's initiative—organizes a forum called *Art Matters*. It is a wonderful opportunity to bring laureates, artists, academics, and administrators together to discuss and examine the challenges facing culture in our society. These forums encourage dialogue and provide a space for reflection on the creative process and how it is received by society. In 2007-08, 4 *Art Matters* forums were held at Rideau Hall, as well as one in Brazil and one in Calgary.

Visits to Canadian communities

Visits to Canadian communities are based on various themes consistent with Their Excellencies' interests, and create opportunities for the governor general to meet Canadians in communities across the country—at times in communities never visited by previous governors general. A full and varied program of events is developed for these visits, often in response to the more than 2,000 invitations received annually from municipalities, schools, non-profit organizations and individuals.

In 2007–08, Their Excellencies participated in a wide range of activities, including international conferences, citizenship ceremonies, school visits, tours of innovative community projects and round-table discussions on youth engagement, women's issues, Aboriginal concerns and other social issues critical to the communities visited.

In 2007–08, the Right Honourable Michaëlle Jean completed her official provincial and territorial visits by travelling to New Brunswick in May and the Yukon Territory in June. These visits incorporated varied program elements as the presentation of Caring Canadian Awards and discussions with Aboriginal leaders, women at risk, members of La Francophonie, community leaders, social workers, and youth.

Events held at the official residences

The governor general's program includes hosting a wide range of events at the official residences: Rideau Hall in Ottawa and the Citadelle of Québec in the City of Québec. These events relate to the traditional, constitutional, State and ceremonial roles and responsibilities of the governor general, and also to the Canadian honours program.

In 2007–08, the governor general met with representatives from a number of organizations, including the Banff Centre for the Arts from Alberta, the *Institut du Nouveau Monde*, the Association of Former Parliamentarians and the members of the planning committee of the 400th anniversary of the founding of the City of Québec. She hosted dialogues for women from across the country to discuss the importance of Leading by Example and concerts for music lovers and students in the Ballroom at Rideau Hall including a performance by Order of Canada member and celebrated tenor, Ben Heppner. She also hosted a day's discussion with high school students from across the country participating in the Capital Flash Drive conference celebrating the 150th anniversary of the choice of Ottawa as the capital of Canada. She launched the annual poppy and daffodil campaigns again this year. In October 2007, Their Excellencies and volunteers from Rideau Hall welcomed 2,500 children and their families to explore the haunted grounds of Rideau Hall on Hallowe'en.

In 2007–08, more than 6,150 people attended 57 such events at Rideau Hall, and more than 440 people attended 4 events at the Citadelle.

Whether it is lunch for a group of new citizens, a reception for award-winning athletes, tea for veterans and the families of fallen soldiers, dinner for national awards recipients or a formal State event, the hospitality offered at the official residences reflects the excellent quality of Canadian products from coast to coast. Culinary creations at the official residences are based on distinctively Canadian ingredients that are fresh, seasonal and organic, and are accompanied exclusively by Canadian wines from Canada's two primary wine-producing regions—the Niagara Region in Ontario and the Okanagan Region in British Columbia. The Office of the Secretary to the Governor General (OSGG) is committed to showcasing the excellence of the Nations Table, Canadian food and wine in all events held at Rideau Hall, at the Citadelle, across the country, and around the world.

The following are some highlights for 2007–08:

- **Receptions for incoming and outgoing heads of mission.** These receptions enable incoming heads of mission to present their letters of credence or commission to the governor general individually, and enable the governor general to meet personally with outgoing Canadian heads of mission. In 2007–08, five receptions were held for 24 incoming heads of mission, and one reception was held for an outgoing Canadian head of mission. The governor general also hosted a levee for the members of the Diplomatic Corps in December 2007.
- **Receptions related to the governor general's role as Commander-in-Chief of Canada.** The governor general hosted over 400 military personnel and their families at two Order of Military Merit investitures in 2007–08, and 83 Meritorious Service and Military Valour Decorations were honoured before 286 military personnel and their families at two ceremonies. In June 2007, the governor general hosted the second Commander-in-Chief's Ball for 93 guests. In September 2007, Her Excellency hosted a dinner at Rideau Hall with members of NATO in conjunction with the Military Committee Conference which was being held in Canada, and a few days later, she hosted an Armed Forces Council Meeting, Lunch and Scroll Presentation to new Flag/General officers at the Citadelle. On Remembrance Day, Her Excellency and the Chief of the Defence Staff hosted a luncheon in honour of the Silver Cross Mother, which was attended by 96 people: veterans, youths and members of the Royal Canadian Legion and their guests. In one of her most solemn duties as Commander-in-Chief of Canada, the governor general attended numerous repatriation ceremonies for fallen members of the Canadian Forces on the tarmac at CFB Trenton to support their families and fellow members of the Forces during their most difficult moments.
- **Honours investiture ceremonies** In 2007–08, the governor general hosted 2 ceremonies for the Investiture of the Meritorious Service Decorations and Military Valour Decorations, 2 Bravery Investitures, 3 Order of Canada Investitures, 2 for the Order of Military Merit and one for the Order of Merit of the Police Forces. These ceremonies were attended by 434 national award recipients and 1,730 guests from across Canada. The governor general also presided over three Caring Canadian Award presentations, which recognize the enduring commitment of volunteers to their communities.

These ceremonies, held in communities across the country and attended by over 500 guests, provided occasions for these outstanding volunteers to mentor youth about the importance of civic engagement.

The governor general receives considerable feedback from the recipients of various Canadian honours, all expressing tremendous gratitude and pride, not only for being recognized for their remarkable achievements, but also for the dignified and meaningful manner in which these ceremonies and receptions are carried out.

- **Ceremonies and receptions related to awards associated with the governor general.** These awards enable the governor general, on behalf of Canada, to recognize and honour Canadian excellence and to increase awareness of Canada's rich talent and traditions. These awards include the Governor General's Literary Awards, the Governor General's Awards in Commemoration of the Persons Case, the Governor General's Awards in Visual and Media Arts, the Michener Awards for Journalism, the Governor General's Northern Medal and the Governor General's Awards for Excellence in Teaching Canadian History. In 2007–08, the governor general hosted five awards ceremonies that were attended by over 825 award recipients and their guests from across the country.

Although these awards are presented by the governor general, usually in a ceremony at Rideau Hall, they are administered by other organizations such as independent foundations, private organizations and government organizations with relevant mandates, such as the Canada Council for the Arts or Status of Women Canada.

Public events held at the official residences

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, the governor general hosts many public events annually at the official residences to welcome Canadians and to provide occasions to celebrate and reinforce Canadian values. These events also provide opportunities for informal exchanges between the governor general and Canadians who attend.

The following summarizes the key public events held at the official residences in 2007–08:

Governor General's summer concert series. Free outdoor concerts were offered on the grounds of Rideau Hall throughout the summer to welcome Canadians to their national home. In 2007–08, 4,110 music lovers attended a weekend of free outdoor concerts that showcased Canadian talent and excellence. In addition to the Band of the Ceremonial Guard with its rousing military music, Norteño presented its interpretation of "tango nuevo" (new tango), a genre created by the great Argentine composer Astor Piazzolla in which the bandoneon, with its characteristic colour and phrasing, is joined by violin, piano, electric guitar and double-bass. Also featured were Julie Nesrallah (soprano), Caroline Léonardelli (harp), Duo Similia (flute and guitar), Serhiy Salov (piano), Anne-Julie Caron (marimba) and Jinjoo Cho with Richard Raymond (violin and piano).

Open House at La Citadelle. Over 800 people attended this outdoor celebration on September 15, 2007. This open house gave visitors an opportunity to meet Their Excellencies, tour the residence and admire the spectacular views of the St. Lawrence River and the historic city of Québec. Guests viewed exhibits and presentations about the work done by the governor general and her office, including an exhibition on honours and heraldic art as well as displays by the Canadian Forces that enabled guests to send messages to the troops overseas. Guests enjoyed an afternoon of light refreshments, as well as a jazz concert by the Alex Bellegarde Quartet. The event helps increase awareness of the work of the governor general and reinforces the OSGG's ongoing commitment to make the Citadelle more accessible to Canadians.

Winter Celebration at Rideau Hall. Approximately 2,500 people attended the seventh Winter Celebration, which was held in February 2008 at Rideau Hall. The first Winter Celebration was held in 2002, as part of the celebrations of the 50th anniversary of Canadian governors general. This event is an opportunity to celebrate Canadian winter traditions at Canada's national house. In addition, the event is another way of increasing awareness of the governor general and reinforces the OSGG's ongoing commitment to making the Rideau Hall residence and grounds more accessible to Canadians. Activities typically include skating, sleigh rides, snowshoeing, dogsledding, traditional Inuit games and children's outdoor games, all made possible through the participation of many citizens' groups and volunteers, as well as the Embassies of Finland and Norway who provided kick sleds and giant skis for the public to enjoy. To mark the 400th anniversary of the founding of the

City of Quebec, the 2008 Winter Celebration featured a storytelling voyageur who shared anecdotes on Quebec's history, as well as songs and traditions. A folkloric group, le Grand Portage, performed traditional Québécois folk music and taught the public how to dance and to play the spoons. In addition, performances were offered by First Nations dancers and two youth choirs.

Visitors' program

The OSGG has had a long-established year-round visitors' program at Rideau Hall and since 2004 has also operated a tour program at the Citadelle. Programs at both residences are designed to promote awareness and understanding of the roles and responsibilities of the governor general and the history of Canada's democracy.

Because the official residences are great showcases of Canadian culture and history, all visitors are invited to discover the residences through a variety of guided and self-guided tours, special exhibitions and other interpretive programs that are provided at no charge throughout the year.

The overall interpretation program focuses on themes linked to Canadian identity, history, culture, art and values. The tours of the residences' public rooms provide a window on Canadian art and history, and are by far the most popular element of the visitor program. Families visiting during the summer can also enjoy a diversified program of hands-on activities to complement the experience at the Visitor Centre. Also very popular are picnics and interpretive walks on the grounds and along the paths.

The two residences hosted approximately 150,000 visitors in 2007–08. Rideau Hall is consistently among the top 10 visitor attractions in the National Capital Region and is among the top 5 attractions for school groups. In fact, teachers consider Rideau Hall to be one of the must-see sites, especially as it relates to their curriculum. An educational kit is available online for teachers to help prepare their students for their visit.

The public response to the visitor program at the Citadelle continues to grow. On the eve of the celebrations marking the 400th anniversary of the City of Quebec, the OSGG teamed up with federal partners on site to transform the Cap-aux-Diamants Redoubt. This military building is one of the rare remnants of Quebec's earliest fortifications and was renovated to house various exhibits, including *Le Grand Livre de Champlain*. This large-scale work of art was a gift from the cities of La Rochelle, Rochefort and the Agglomération Royan Atlantique, in France, to the people of Canada. The Redoubt was reopened in May 2008.

Visitors to Rideau Hall (see Figure 3) gave feedback that indicates that they found their visits very informative and highly enjoyable. Visitor research studies also indicate that 93 percent of visitors leave with a good or an increased understanding of the role of the governor general.

Figure 3. Visits to Rideau Hall by program category, 2007–08

Guided Tours	Interpretation Program	Special Events	Visitor Centre
60,000	10,000	20,000	42,000

Guided tours at La Citadelle in Quebec City: 15,000.

Anniversaries, special messages and correspondence

The OSGG prepares and sends congratulatory messages from the governor general to Canadians celebrating their 50th wedding anniversaries and 90th birthdays, and from Her Majesty the Queen for 60th wedding anniversaries and 100th birthdays. In 2007–08, the OSGG sent 20,468 anniversary messages on behalf of the governor general and another 4,600 on behalf of Her Majesty the Queen (see figure 4). Worthy of mention is that among them were 210 Canadian couples who celebrated wedding anniversaries of at least 70 years, and 4 Canadians who celebrated a 110th birthday or more.

Many Canadian individuals and organizations, including registered charities, municipalities, and religious and social organizations, also request special messages from the governor general to recognize milestones, to greet members at conferences or for fundraising events. This past year, the OSGG prepared 960 such messages on behalf of the governor general.

Furthermore, the governor general receives significant volumes of correspondence from Canadians on a vast range of issues. Many simply offer their good wishes, encouragement or advice. Others send photographs, news clippings or other mementos, or gifts such as books and CDs. Still others exercise their democratic right to express their disagreement with the governor general over a view she has expressed or course of action she has undertaken. Others write to the governor general seeking a personal intervention, often as a last resort, in various situations of distress such as immigration, financial or legal difficulties. These individuals are referred to the appropriate federal and provincial departments, as the governor general cannot intervene in matters that are the responsibility of elected officials or of government. In 2007–08, the Correspondence section of the OSGG researched and replied to 1,692 such letters on behalf of the governor general, a modest increase from the previous year.

The info@gg.ca section replied to 1,684 emails and forwarded 1,634 email enquiries for reply to other sections of the OSGG in 2007–08. Overall, 29,404 correspondents received responses to their enquiries or requests. Figure 4 summarizes the OSGG's activities in these areas over 2007-08.

Figure 4. Anniversaries, special messages and correspondence, 2007–08

Birthday and Wedding Anniversary Messages	Targeted Messages	General Correspondence	E-mails (INFO)	Total
25,068	960	1,692	1,684	29,404

Public Affairs

The public affairs team developed integrated marketing and communications plans in support of OSGG programmes including Visitor Services, the Canadian Honours programmes, youth initiatives, Art Matters Forums, State visits and the launch of OSGG activities at the Citadelle to mark the 400th anniversary of the founding of the City of Québec activities.

Communications

The OSGG continued to collaborate with federal partners in the development of communications strategies and programmes to support the governor general's international visits. Results included prominent media coverage in countries visited.

The OSGG public affairs team also developed a pro-active media relations approach to highlight the 100th ceremony of the Order of Canada and the 40th anniversary of the Order of Canada. Feature articles, live television coverage and behind the scenes tours were conducted by media in addition to the national broadcast of the ceremony.

During the fiscal year, the Rideau Hall Press Office issued 110 news releases and media advisories, 90 honours news releases and 44 governor general's messages. Requests for interviews were also steady, with approximately 15 requests per month. Interview topics tended to focus on diversity, youth, women and culture, as they relate to the governor general's program.

Overall, media coverage during the year was steady and generally positive or neutral in tone. Top media stories featuring the OSGG and the governor general included the first official visits to New Brunswick and to the Yukon, as well as a visit to Winnipeg's most disenfranchised neighbourhood, the State visit to Brazil which was widely covered in Canadian media, the 100th ceremony of the Order of Canada as part of the 40th anniversary year, and the launch of the OSGG's activities to mark the 400th anniversary of the founding of the City of Québec.

Official Photography Services

Official photography and videography services to the governor general are provided by the Department of National Defence. In this fiscal year, close to 7,000 photos were captured of the governor general's activities, Rideau Hall events and ceremonies. In addition, videography services were also offered at certain events and were featured on the www.gg.ca web site.

Marketing and Publications

The OSGG Public Affairs team provided program and video support material for 13 Honours ceremonies and four Governor General Awards ceremonies. In honour of the 40th Anniversary of the Order of Canada, a members' newsletter was launched and three editions were produced. Other promotional material produced for the anniversary included brochures, bookmarks, videos and exhibit panels.

In support of the Rideau Hall visitor and education programme, 90 public notices were produced in various brochures, community and tourism publications. In support of the Governor General's Residence at the Citadelle visitor and education programme 25 public notices were produced in brochures, community and tourism publications.

Advance promotion of the events taking place at The Governor General's Residence at the Citadelle for the 400th Anniversary of Québec was initiated through six public notices.

New electronic publications were created to support The Governor General's Youth Programme and the Art Matters in the form of e-bulletins sent to *Citizen Voices* subscribers and event partners.

In support of the July 2007 State Visit to Brazil a multilingual Travel Journal was published featuring 18 blogs from Their Excellencies and State visit delegates and was distributed to the diplomatic community, delegates, parliamentarians, and partners.

Web Design

The OSGG develops and manages content for two websites www.gg.ca and supports the governor general's interactive web site www.citizenvoices.gg.ca. New features were added to www.gg.ca to support the governor general's program. The home page of the www.gg.ca became dynamic and showcased the Governor General's main events and activities and provided links to press releases, speeches, as well as blogs and videos on www.citizenvoices.gg.ca. A total of 16 home page designs were posted in support of various events and sub pages were developed for State Visits and the Youth Programme.

Two live webcasts were produced. The first was for the Caring Canadian Awards Ceremony in Whitehorse, Yukon. The second webcast featured the governor general addressing the Brazil-Canada Chamber of Commerce in Sao Paulo, Brazil as part of the State visit.

OSGG coordinated the development and provided technical support for new features on www.citizenvoices.gg.ca including a dynamic home page, theme pages, a subscription service for e-bulletins, video blogs, forums, and archiving features.

A live chat with the governor general involving dozens of youth from across the country was held on September 27, 2007 via the *Citizen Voices* web site to mark the second anniversary of the governor general's installation. During a period of about two hours, the governor general responded to 47 messages.

In 2007, the Office also considerably increased the use of video on the gg.ca website and the *Citizen Voices* web site due to original footage of events and activities relating to Art Matters Forums and Youth Forums captured by OSGG official photographers.

Figure 5. Web sites activities, 2007-2008

	Website	
	www.gg.ca	www.citizenvoices.gg.ca
Total number of users	2,942,738	167,695
Total number of pages called	15,853,298	1,782,623

Honouring Canadians and Recognizing Excellence

The Chancellery of Honours

Through the administration of the Canadian honours system, the Chancellery of Honours of the OSGG has celebrated the achievements of Canadians, their acts of bravery and their distinguished service to fellow citizens and humanity since 1967. This role was broadened to include the recognition of individual identity and the contribution of communities and institutions to the building of the nation through the establishment of the Canadian Heraldic Authority in 1988.

The governor general presents honours and awards on behalf of all Canadians to recognize those who have demonstrated excellence, courage or exceptional dedication to service in ways that bring special credit to Canada. The Canadian honours system recognizes these individuals and their accomplishments as a means of defining and encouraging national values, identity, unity and citizenship.

The mandate

The Chancellery of Honours is mandated to support the governor general's role in administering the Canadian honours system and the Canadian Heraldic Authority. To this end, the Chancellery of Honours:

- administers the various honours programs (orders, decorations, medals and awards) and the heraldry program (armorial bearings/coats of arms, flags, badges and other heraldic devices) that serve to recognize and honour Canadians, their communities and institutions;
- promotes the Canadian honours system and the celebration of our role models to ensure that all Canadians have a sound understanding of the system's objectives, principles, programs and policies and are inspired by those individuals who have been honoured by the country; and
- supports the policy-making and decision-making processes that govern the Canadian honours system, protect its integrity and ensure its relevance to the needs of the government, the governor general and Canadians.

The mission

To honour people, communities and institutions for their accomplishments and contributions to the nation and to safeguard the Canadian honours system by selecting recipients on the basis of:

- **Merit**—bestowing honours based solely on the merits of the achievement and the individual;
- **Non-partisanship**—ensuring that the Canadian honours system remains free from political interference or affiliation;
- **Accessibility**—providing access to all Canadians regardless of social status or geographic location; and
- **Representation**—representing Canadians from all walks of life and showcasing the diversity of the nation.

Highlights of 2007-2008

During the last year, the Governor General presented honours to hundreds of Canadians, from volunteers to performers, athletes to scholars. These honours ranged from investitures into the Order of Canada to the bestowal of the Caring Canadian Award. In addition, more than 8,000 other individuals were recognized through such honours as the Exemplary Service Medal, which celebrates the contributions of Canada's protective services to the nation, and the Governor General's Academic Medal, which is awarded annually to exceptional students in high school, college and university.

Military Valour Decorations were also awarded to members of the Canadian Forces to recognize acts of valour, self-sacrifice or devotion to duty in the presence of the enemy.

The Canadian Heraldic Authority celebrated Canadian identity by granting new armorial bearings and registering existing armorial bearings. It continued to make the Public Register of Arms, Flags and Badges of Canada accessible online. The site has recorded over 50,000 visits per month since its creation in July 2005.

In 2007-2008, the Chancellery continued to strengthen and modernize some of the existing programs and policies.

Canadian Orders

The [Order of Canada](#) is the country's highest honour for lifetime achievement by its citizens. Since its establishment in 1967, more than 5,000 Canadians have been appointed for their contributions toward making Canada a better country. There are three levels of membership: Member, Officer and Companion. A complete listing of all persons appointed to the Order since 1967 can be found at: http://www.gg.ca/honours/search-recherche/index_e.asp?TypeID=orc.

In 2007, the Chancellery of Honours marked the 40th anniversary of the creation of the national honours system and the Order of Canada with a number of initiatives. An Order of Canada newsletter was established to keep members informed of new appointments, recent investitures and related initiatives. In addition to serving as a communication tool for more than 3,000 living members, the newsletter is sent to the offices of Lieutenant Governors and Territorial Commissioners across the country, Protocol offices, partners and interest groups.

As part of the Governor General's regional visits, 40th anniversary events were held to bring together members of the Order. The Governor General met with over 500 members of the Order in Vancouver, Calgary, Nunavut and Québec City and conveyed the message of the importance of community engagement and youth mentorship. In addition, a special ceremony and dinner marking the 100th Order of Canada investiture since the establishment of the Order was held in October 2007, bringing together some of the first recipients from 1967 with recently appointed members.

The governor general, as chancellor of the Order of Canada, makes appointments to the Order based on the recommendations of the non-partisan advisory council that reviews the nominations received. The advisory council is chaired by the chief justice of Canada, and its members include the clerk of the Privy Council, the deputy minister of the Department of Canadian Heritage, the chair of the Canada Council for the Arts, the president of the Royal Society of Canada, the chair of the Association of Universities and Colleges of Canada, and five members of the Order, for regional representation. Order of Canada investiture ceremonies are generally held three to four times a year.

The chart in Figure 6 provides a summary of the Order of Canada appointments made in 2007-2008.

Figure 6. Order of Canada Awards, 2007–08

No. of Nominations Considered	Total Awarded	Percent Awarded	Award Levels		
			Companion	Officer	Member
475	132	28	10	35	87

The governor general also honours Canadians each year through the following honours programs:

- [Order of Military Merit](#)—This order, established in 1972, recognizes the men and women of both the Regular and Reserve Forces for careers of exceptional service or distinctive merit. In 2007–08, 106 members of Canada's military were honoured with this award.
- [Order of Merit of the Police Forces](#)—This order, established in 2000, honours the men and women of Canadian police forces for careers of exceptional service or distinctive merit. In 2007–08, 58 members of Canada's police forces were honoured with this award.

Decorations and Medals

Military Valour Decorations

Military Valour Decorations are awarded to recognize acts of valour, self-sacrifice or devotion to duty in the presence of the enemy. The decorations were approved by Her Majesty Queen Elizabeth II in 1993. They consist of the Victoria Cross, the Star of Military Valour and the Medal of Military Valour.

Figure 7 presents the Military Valour Decorations awarded and presented this year. Some presentations were of honours awarded during the last fiscal year.

Figure 7. Military Valour Decorations, 2007–08

Total Awarded	Award Levels		
	Medal of Military Valour	Star of Military Valour	Victoria Cross
7	6	1	0
Total Presented	MMV	SMV	VC
19	16	3	0

Decorations for Bravery

Decorations for Bravery recognize people who have risked their lives to save or protect others. Three levels—the Cross of Valour, the Star of Courage and the Medal of Bravery—reflect varying degrees of risk involved.

Since the [Decorations for Bravery](#) were created in 1972, more than 2,500 people have received them. The governor general personally presents the decorations in ceremonies held at Rideau Hall or at the Citadelle.

If the advisory committee does not feel that a Medal of Bravery is warranted but wants to recognize the act of bravery, a Certificate of Commendation for Bravery is awarded. This fiscal year, 142 Certificates were awarded. Figure 8 provides a summary of the Decorations for Bravery awarded and presented over the last fiscal year. Medal of Bravery investiture ceremonies are held twice a year.

Figure 8. Decorations for Bravery, 2007–08

Total Awarded	Award Levels		
	Cross of Valour	Star of Courage	Medals of Bravery
104	0	2	102
Total Presented	CV	SC	MB
78	0	1	77

Meritorious Service Decorations

While the Order of Canada recognizes Canadian citizens for lifetime contribution, the [Meritorious Service Decorations](#) are awarded to both Canadians and non-Canadians for a single achievement or an activity over a specific period. Meritorious Service Decorations are awarded in both military and civilian divisions, with two awards in each: a cross and a medal. An advisory committee for each division reviews nominations and submits recommendations for candidates to the governor general for approval. The Military Division recognizes individuals for outstanding professionalism and for bringing honour to the Canadian Forces. The Civilian Division recognizes contributions in any field, such as athletics, diplomatic relations or humanitarian activities. This division is currently under review to ensure the program's objectives meet the needs of Canadians and the standards of the Canadian honours system. As such, no civilian decorations were awarded this year.

The chart in Figure 9 provides a summary of the Meritorious Service Decorations awarded and presented this fiscal year.

Figure 9. Meritorious Service Decorations, 2007–08

Decorations Awarded	Military Division	
	Meritorious Service Medal	Meritorious Service Cross
77	57	20
Decorations Presented	MSM	MSC
77	56	21

Governor General's Caring Canadian Award

The Governor General's Caring Canadian Award recognizes selfless voluntarism.

In April 1996, the Right Honourable Roméo LeBlanc created the [Caring Canadian Award](#) to recognize the unsung heroes of our country. This award honours Canadians for unpaid, voluntary contributions, most often made behind the scenes in their communities. The recipients have provided extraordinary help or care to individuals, families or groups, or have supported community service or humanitarian causes. Recipients have usually been involved in these activities for several years and have not previously received a national or provincial honour.

The Governor General's Caring Canadian Award consists of a certificate and a lapel pin, which are presented by the governor general during her or his travels, or by a designate, such as a lieutenant governor or a territorial commissioner. This year, the Governor General presented 26 awards.

An advisory committee reviews nominations and supporting documentation and then recommends candidates for approval. Of the 103 cases reviewed, 87 Caring Canadian Awards were granted in 2007-08.

Governor General's Academic Medal

For over 125 years, the [Academic Medals](#) have recognized the outstanding scholastic achievements of students in Canada. A medal is awarded to the graduating student with the highest average at each institution. Lord Dufferin, Canada's third governor general after Confederation, created the Academic Medal in 1873 to encourage academic excellence across the nation. Over the years, it has become the most prestigious award for students in Canadian high schools, colleges and universities.

Today, the Governor General's Academic Medals are awarded at four levels: Bronze medals are awarded at the secondary school level; Collegiate Bronze at post-secondary diploma level; Silver at the undergraduate level; and Gold at the graduate level.

Each medal is accompanied by a personalized certificate signed by the governor general, and is presented on behalf of the governor general by the educational institution. There is no monetary award associated with the medal. A total of 3,326 Governor General's Academic Medals were awarded across Canada in 2007–08.

Other honours programs

The honours program includes other medals, which are outlined in Figure 10.

Figure 10. Other awards, 2007–08

Award	No. of Individuals Receiving this Award
Exemplary Service Medals: Police; Corrections; Fire Services; Canadian Coast Guard; Emergency Medical Services; Peace Officer	7,202
Canadian Volunteer Service Medal for Korea	29
Mention in Dispatch	33
Foreign Awards to Canadians	121
Governor General’s Marksmanship Medal	23
Vice-Regal Commendation	4
Queen’s Medal for Champion Shot	2

The Canadian Heraldic Authority

Created in 1988, the Canadian Heraldic Authority has 20 years of specialized experience in the creation and the officialization of heraldic emblems (arms, flags and civilian and military badges).

The Governor General heads the Canadian Heraldic Authority and exercises all of the prerogatives of the Queen to create heraldic symbols. The Governor General's heraldic responsibilities are administered by Canadian officers of arms appointed by commission under the Governor General's privy seal (see http://www.gg.ca/heraldry/cha/03/cha-officers_e.asp).

Arms, flags and civilian and military badges express in a symbolic way the identity of people and of institutions. They honour the past, present and future aspirations of Canadians. Their symbolism celebrates the diversity of the Canadian experience and contributes to the sense of belonging in Canada.

The Chief Herald of Canada is the only officer in the country with the authority to formalize new coats of arms, flags and badges on behalf of the State. In accordance with the mandate of the Authority, in 2007–08 grants of new heraldic emblems were awarded to:

- Canadian individuals and family associations;
- organizations of all types, including commercial and non-profit organizations such as :
 - learned societies,
 - foundations,
 - church groups,
 - educational institutions,
 - government services, and to cities, amalgamated municipalities and their community services (police, fire and ambulance services),
 - First Nations institutions,
 - Canadian Forces units

On a daily basis, the heralds of the Heraldic Authority make Canadians aware of heraldry, its vocabulary, and its long history in celebrating and expressing identity. They answer a wide range of questions from the public about coats of arms and Canadian emblems. As both historians and emblem designers, they also write the descriptions of each emblem formalized by the Authority, including their significance.

In 2007-2008, the Canadian Heraldic Authority worked closely with the Department of Canadian Heritage (the State Ceremonial and Canadian Symbols programme, under the Directorate of State Ceremonial and Corporate Events) in the preparation of six posters of historic flags of Canada, now available on line for free (see http://www.pch.gc.ca/pgm/ceem-cced/post_flg-eng.cfm).

Fraser Herald, principal artist for the Authority and Rideau Hall, designed and created the drawings required to create the Victoria Cross and the Sacrifice Medal.

The Online Public Register of Arms, Flags and Badges of Canada allows the public to discover the Authority's recent creations. It contains detailed illustrations, descriptions, specialized indices and various search functions that are easy to consult and use. The online Register will ultimately contain the basic description and illustrations of every emblem recorded in the Public Register. In 2007–2008, 80 descriptions of the symbolism of emblems and 118 pages of volume IV (1999–2005) were added online.

Appendix A**2007–2008 Expenditures****Office of the Secretary to the Governor General*****Program Activities by Sub-Activity***

	2007–08 Actuals (in dollars)
Non-Statutory Budgetary Expenditures	
<i>Constitutional, State, Ceremonial and Public Programs</i>	
Salaries	6 411 999
State Ceremonial	43 380
Program Planning & Implementation	1 379 994
Communications & Public Information	335 315
Visitor Services	591 565
Former Governors General Support	505 446
<i>Sub-total:</i>	9 267 698
<i>Canadian Honours Program</i>	
Salaries	2 065 821
Honours Events Programs	451 325
Canadian Orders, Decorations, Medals and Awards	405 467
Canadian Heraldic Authority Program	58 531
Canadian Honours Program Support	35 771
<i>Sub-total:</i>	3 016 915
<i>Corporate Management</i>	
Salaries	3 132 090
Corporate Planning and Financial Management	26 061
Human Resources Management	125 266
Information Technology and Information Management	939 232
Facilities, Materiel and Transportation Management	481 940
<i>Sub-total:</i>	4 704 589
Statutory Budgetary Expenditures	
Governor General's Salary	121 575
Annuities—Former Governors General	429 346
Employer Contribution—Employee Benefit Plan	1 950 017
Spending of Proceeds from Crown Assets Disposal	59
<i>Sub-total:</i>	2 500 997
Total expenditures against appropriation:	19 490 199

Appendix B

Financial Statements of the Office of the Secretary to the Governor General For the Year Ended March 31, 2008

Office of the Secretary to the Governor General

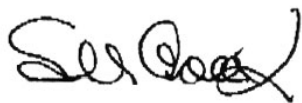
Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2008 and all information contained in these statements rests with the management of the Office of the Secretary to the Governor General (OSGG). These financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

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

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

The financial statements of the OSGG have not been audited.



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



Dorothy M. Grandmaitre
A/Director General,
Corporate Services

Ottawa, Canada
July 24, 2008

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

For the Year Ended March 31

(in dollars)

	2008	2007
Expenses (Note 4)		
Constitutional, State, Ceremonial and Public Programs	23,254,107	24,071,875
Canadian Honours Program	5,807,482	6,989,621
Total Expenses	29,061,589	31,061,496
Revenues (Note 5)		
Constitutional, State, Ceremonial and Public Programs	120,387	144,240
Canadian Honours Program	53,806	29,974
Total Revenues	174,193	174,214
Net Cost of Operations	28,887,396	30,887,282

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

Office of the Secretary to the Governor General

Statement of Financial Position (*Unaudited*)

At March 31

(in dollars)

	2008	2007
ASSETS		
Financial assets:		
Accounts receivable and advances (Note 6)	112,817	275,976
Gift shop inventory	61,891	67,691
Total financial assets	174,708	343,667
Non-financial assets:		
Medals and official gifts	520,909	509,635
Tangible capital assets (Note 7)	267,684	552,001
Total non-financial assets	788,593	1,061,636
TOTAL ASSETS	963,301	1,405,303
LIABILITIES		
Accounts payable and accrued liabilities	1,481,875	1,317,942
Vacation pay and compensatory leave	455,672	560,009
Deferred revenue (Note 8)	24,450	24,450
Employee severance benefits (Note 9)	2,248,192	2,298,946
TOTAL LIABILITIES	4,210,189	4,201,347
Equity of Canada	(3,246,888)	(2,796,044)
TOTAL	963,301	1,405,303

The accompanying notes form an integral part of these financial statements

Office of the Secretary to the Governor General
Statement of Equity of Canada (*Unaudited*)

At March 31
(in dollars)

	2008	2007
Equity of Canada, beginning of year	(2,796,044)	(3,509,944)
Net Cost of operations	(28,887,396)	(30,887,282)
Current year appropriations used (Note 3)	19,490,199	19,149,542
Revenue not available for spending	(174,711)	(174,214)
Change in net position in the Consolidated Revenue Fund (Note 3)	(269,390)	973,417
Services received without charge from other government departments (Note 10)	9,390,454	11,652,437
Equity of Canada, end of year	(3,246,888)	(2,796,044)

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

Office of the Secretary to the Governor General

Statement of Cash Flow (*Unaudited*)

For the Year Ended March 31

(in dollars)

	2008	2007
Operating activities		
Net cost of operations	28,887,396	30,887,282
Non cash items:		
Services received without charge (Note 10)	(9,390,454)	(11,652,437)
Amortization of tangible capital assets	(302,387)	(130,250)
Variations in Statement of Financial Position		
Decrease (increase) in liabilities	(8,842)	618,071
Increase (decrease) in financial assets	(168,959)	233,740
Increase (decrease) in medals and official gifts	11,274	(32,934)
Cash used by operating activities	<u>19,028,028</u>	<u>19,923,472</u>
Capital investment activities		
Acquisitions of tangible capital assets (Note 7)	<u>18,070</u>	<u>25,273</u>
Cash used by capital investment activities	18,070	25,273
Financing activities		
Net Cash Provided by Government of Canada	<u>(19,046,098)</u>	<u>(19,948,745)</u>

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

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

1. Authority and Objectives

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

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

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

2. Summary of Significant Accounting Policies

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

Significant accounting policies are as follows:

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

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

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

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

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

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

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

- (l) Measurement uncertainty - The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses 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 Appropriations

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

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

a) Reconciliation of net cost of operations to current year appropriations used	2008	2007
	(in dollars)	
Net cost of operations	28,887,396	30,887,282
Adjustments:		
Items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Services received without charge (Note 10)	(9,390,454)	(11,652,437)
Amortization of tangible capital assets	(302,387)	(130,250)
Medals and official gifts issued	(242,726)	(261,911)
Inventory costs	(66,207)	(73,432)
Revenue not available for spending	174,711	174,214
Vacation pay and compensatory leave	104,337	67,585
Employee severance benefits	50,754	(152,295)
	<u>(9,671,972)</u>	<u>(12,028,526)</u>
Items not affecting net cost of operations but affecting appropriations		
Add (Less): Purchase of medals and official gifts	211,666	206,525
Purchase of gift shop inventory	55,039	58,988
Acquisitions of tangible capital assets	18,070	25,273
Other	(10,000)	-
	<u>274,775</u>	<u>290,786</u>
Current year appropriations used	<u>19,490,199</u>	<u>19,149,542</u>
b) Appropriations provided and used	2008	2007
	(in dollars)	
Vote 1 - Program expenditures	17,537,549	17,281,498
Statutory amounts	2,501,139	2,459,716
Total appropriations provided	<u>20,038,688</u>	<u>19,741,214</u>
Less:		
Lapsed appropriations: Program expenditures	(548,347)	(591,672)
Available for use in future years	(142)	-
Current year appropriations used	<u>19,490,199</u>	<u>19,149,542</u>
c) Reconciliation of net cash provided by Government to current year appropriations used	2008	2007
	(in dollars)	
Net cash provided by Government	19,046,098	19,948,745
Revenue not available for spending	174,711	174,214
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivables and advances	153,159	(239,360)
Variation in accounts payable and accrued liabilities	163,933	(712,780)
Variation in deferred revenue	-	10,000
Other	(47,702)	(31,277)
	<u>269,390</u>	<u>(973,417)</u>
Current year appropriations used	<u>19,490,199</u>	<u>19,149,542</u>

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

4. Expenses

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

	2008	2007
	(in dollars)	
Expenses		
Salaries and employee benefits	14,826,449	14,642,423
Accommodation provided by Public Works and National Capital Commission	8,577,182	10,802,937
Materials and supplies	1,375,993	1,469,690
Other business services	793,589	658,917
Travel	769,194	835,310
Professional services	739,942	805,124
Information services	452,448	461,647
Annuity payments to former Governors General	429,346	420,224
Telecommunications	396,481	475,437
Amortization of tangible capital assets	302,387	130,250
Repairs and Maintenance	164,901	112,639
Rentals	124,560	147,900
Postage, Freight and Cartage	103,088	92,305
Miscellaneous	6,029	6,693
Total	29,061,589	31,061,496

5. Revenues

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

	2008	2007
	(in dollars)	
Gift Shop	102,373	112,490
Heraldic User Fees	23,916	27,840
Other	47,904	33,884
Total	174,193	174,214

6. Accounts Receivable and Advances

The following table presents details of accounts receivables and advances.

	2008	2007
	(in dollars)	
Receivables from other Federal government departments and agencies	102,817	265,476
Employee advances	10,000	10,500
Total	112,817	275,976

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

7. Tangible Capital Assets

(in dollars)

Cost (in dollars)	Opening Balance	Acquisitions	Disposals & Write-offs	Closing Balance
Informatics Hardware	873,133	18,070	-	891,203
Informatics Software	194,496	-	-	194,496
Motor Vehicles	326,628	-	-	326,628
Other Equipment	18,422	-	-	18,422
Total cost	1,412,679	18,070	0	1,430,749

Accumulated amortization (in dollars)	Opening Balance	Current year amortization	Disposals & Write-offs	Closing Balance
Informatics Hardware	618,151	163,801	-	781,952
Informatics Software	70,681	47,182	-	117,863
Motor Vehicles	170,004	89,562	-	259,566
Other Equipment	1,842	1,842	-	3,684
Total accumulated amortization	860,678	302,387	0	1,163,065

Net book value

(in dollars)	2008	2007
Informatics Hardware	109,251	254,982
Informatics Software	76,633	123,815
Motor Vehicles	67,062	156,624
Other Equipment	14,738	16,580
Total net book value	267,684	552,001

Amortization expense for the year ended March 31, 2008 is \$302,387 (\$130,250 in 2006-07)

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

8. Deferred Revenue

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

	2008	2007
	(in dollars)	
Opening Balance	24,450	14,450
Receipts	-	10,000
Closing Balance	24,450	24,450

9. Employee Benefits

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

Both the employees and the OSGG contribute to the cost of the Plan. The 2007-08 expense amounts to \$1,421,878 (\$1,414,134 in 2006-07), which represents approximately 2.1 times (2.2 in 2006-07) the contributions by employees.

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

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

	2008	2007
	(in dollars)	
Accrued benefit obligation, beginning of year	2,298,946	2,146,651
Expense for the year	184,104	261,091
Benefits paid during the year	(234,858)	(108,796)
Accrued benefit obligation, end of year	2,248,192	2,298,946

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

10. Related Party Transactions

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

(a) Services received without charge:

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

	<u>2008</u>	<u>2007</u>
	(in dollars)	
Accommodation provided by Public Works and Government Services Canada and the National Capital Commission	8,577,182	10,802,937
Employer's contribution to the health insurance plan and dental insurance plans paid by Treasury Board	794,938	843,800
Legal services provided by Justice Canada	18,334	5,700
Total	<u>9,390,454</u>	<u>11,652,437</u>

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

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

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

Office of the Secretary to the Governor General

Notes to the Financial Statements (Unaudited)

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

	<u>2008</u>	<u>2007</u>
	(in dollars)	
Accounts payable to other government departments and agencies	<u>74,156</u>	<u>91,944</u>

11. Comparative Information

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