

Simmering, William

From: McAdam, Ryan <Ryan.McAdam@pco-bcp.gc.ca>
Sent: July 29, 2019 3:17 PM
To: Sutherland, Allen; Booth, Donald
Subject: FW: Expense program for former governors general has caused concern for two decades, Trudeau told in briefing note

As discussed ...

From: News / Nouvelles (PCO/BCP) <News-Nouvelles@pco-bcp.gc.ca>
Sent: Monday, July 29, 2019 3:05 PM
Subject: NP: Expense program for former governors general has caused concern for two decades, Trudeau told in briefing note

Expense program for former governors general has caused concern for two decades, Trudeau told in briefing note

NP | Brian Platt

OTTAWA — For two decades, concerns have been circulating in government over the usefulness and transparency of a program that allows former governors general to make expense claims on the public dime for the rest of their lives, according to a briefing note prepared last fall for Prime Minister Justin Trudeau.

Documents obtained through an access-to-information request to the Privy Council Office also disclose for the first time the internal guidelines for the program — guidelines which were only established in 2012, despite the program existing since 1979. The documents confirm that each former governor general is allowed to claim up to \$206,000 per year, an amount not publicly released but reported by the National Post last year based on confidential sources.

The expenses are on top of the \$143,000 annual pension (rising over time) that goes to every former governor general, and on top of the multi-million dollar start-up grant each one gets to create a charitable organization.

The expense program was established 40 years ago on the rationale that governors general still carry out duties related to their role after they leave office, such as attending ceremonies and making speeches. But the program is shrouded in secrecy, as Rideau Hall (more specifically, the Office of the Secretary to the Governor General) is not subject to access-to-information requests and declines to report publicly about the expense claims.

The only hint about the expenses comes through an accounting quirk, where a supplier charging more than \$100,000 to the government is identified in the government's public accounts. Adrienne Clarkson is the only former governor general to have consistently shown up in the public accounts year after year, which is why she became the focus of media attention. Yet even this line item discloses just a portion of the expense claims; it is typically office expenses and excludes travel and hospitality claims, meaning the full amount in a given year can be much higher.

Last October, after the National Post reported that Clarkson has claimed at least \$1.1 million — and likely much more — in expenses since leaving office in 2005, the prime minister announced the program would be reviewed to ensure it met "a certain level of transparency and accountability" expected by Canadians.

A subsequent briefing note to Trudeau, produced shortly after that announcement, says the concerns over the expense program had focused "largely on program design issues, rather than on any allegations of misconduct."

"Concerns about the utility of the program and perceived lack of accountability are not new, and the issue has been raised with previous governments over the past two decades," says the note signed by Michael Wernick, the privy council clerk at the time. It doesn't specify who was raising the concerns; the only other time the program appears to have attracted media attention was in 2011.

"The fact (Rideau Hall) is not subject to the Access to Information Act and that there has not been systematic reporting on program expenditures has contributed to the perception that the program lacks basic transparency," the note continues.

Much of the briefing note is redacted on the justification it describes deliberations among government staff.

There has been no news about the review since Trudeau's announcement, but Privy Council Office spokesperson Stephane Shank confirmed the review is ongoing. "Further to the prime minister's commitment, a review of the former governors general program has begun and is expected to be completed at the end of summer," he told the National Post.

Meanwhile, former governor general David Johnston posted his first full-year expense report online recently with little fanfare, aside from a note on his website. Johnston is the only former governor general who has voluntarily committed to report his expenses publicly. "It is very important for the public to take an interest in that, to be sure the money is well spent," he told reporters last November.

The new report shows he expensed \$79,887.43 in the 12 months leading up to March 31, 2019. Of that amount, \$35,432.24 was claimed for travel and transportation, while \$27,231.83 was spent on office support.

Last year, after the controversy over the expense program erupted, Johnston released a six-month report showing he had spent \$76,650.26. The report said much of that was in one-time expenses to set up his office, which explains why the subsequent 12-month report is roughly the same amount.

The 2012 guidelines were developed while Johnston was in office. Although expenses always had to follow Treasury Board policies and be signed off on by the Office of the Secretary to the Governor General, the lack of specific guidelines prior to 2012 left it vague over where to draw the line on claims.

The guidelines, attached to the briefing note to Trudeau, say they are intended to "clarify administrative requirements" and help with "establishing sound internal practices and oversight" for the use of the public funds. The document says all expenses must be accompanied by receipts, and must include a description of how the activity directly resulted from having been governor general. An annual declaration must also be signed attesting the policy has been followed.

Allowable expenses include secretarial salaries, office rent and furnishings and travel expenses (including one's spouse). It allows hospitality expenses if they're "in the discharge of public duties within the terms of the policy."

The document says international travel intended to be reimbursed should be pre-authorized with Rideau Hall. It says claiming alcoholic beverages "is only permitted in special circumstances where it is a matter of courtesy, diplomacy or protocol involving non-federal government personnel."

If the former governor general is not renting office space, they are allowed to use Canada Revenue Agency standards to claim expenses for a home office. "Claims for office expenses related to a second residence are not eligible," it clarifies.

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: July 29, 2019 2:48 PM
To: 'Abdul-Nour, Fady'; 'Alain Seguin'
Cc: Sutherland, Allen; 'Arsenault, Stéphanie'
Subject: RE: Statement of Work

10 am works for me. See you then.

Don

From: Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca>
Sent: Monday, July 29, 2019 2:45 PM
To: Alain Seguin [REDACTED] s.19(1)
Cc: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>; Sutherland, Allen <Allen.Sutherland@pco-bcp.gc.ca>; Arsenault, Stéphanie <Stephanie.Arsenault@gg.ca>
Subject: RE: Statement of Work

Perfect, how is 10:00?

Please enter Rideau Hall from Princess gate and the commissioners will show you where to park. My office is in the Stable building.

Cheers

Fady

From: Alain Seguin [REDACTED] s.19(1)
Sent: 29 July, 2019 2:42 PM
To: Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca>
Cc: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>; Sutherland, Allen <Allen.Sutherland@pco-bcp.gc.ca>; Arsenault, Stéphanie <Stephanie.Arsenault@gg.ca>
Subject: Re: Statement of Work

Hi Fady,

Thursday morning works for me.

Alain

On Jul 29, 2019, at 2:39 PM, Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca> wrote:

Hello Don,

I am off on Friday. Wed any time or Thursday morning works for me. [REDACTED]
it will be more convenient to meet at Rideau Hall (easy parking too).

Let me know when you can come to RH and I will arrange for access.

Fady

From: Booth, Donald [<mailto:Donald.Booth@pco-bcp.gc.ca>]

s.19(1)

Sent: 29 July, 2019 2:31 PM

To: Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca>; Alain Seguin · [REDACTED]

Cc: Sutherland, Allen <Allen.Sutherland@pco-bcp.gc.ca>

Subject: RE: Statement of Work

Good afternoon Fady. Very timely email – thanks for reaching out. The contract is now in place (finally) I am was hoping that you, Alain and I might sit down in the coming days to discuss next steps. Would the end of the week work for you? I would be happy to host at Langevin or could come over to Rideau Hall.

Don

Donald Booth

Director of Strategic Policy / Directeur de la politique stratégique

Machinery of Government / Appareil gouvernemental

Privy Council Office / Bureau du Conseil privé

(613) 957-5715

Donald.Booth@pco-bcp.gc.ca

From: Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca>

Sent: Monday, July 29, 2019 12:01 PM

To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>

Subject: RE: Statement of Work

Hello Don,

Any update on this?

Fady

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: July 31, 2019 2:42 PM
To: 'Abdul-Nour, Fady'
Subject: RE: Statement of Work

Hello Fady. Can we add Joel Girouard to the invite list for tomorrow?

Thanks

Don

From: Abdul-Nour, Fady <Fady.Abdul-Nour@gg.ca>
Sent: Monday, July 29, 2019 2:45 PM s.19(1)
To: Alain Seguin <[REDACTED]>
Cc: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>; Sutherland, Allen <Allen.Sutherland@pco-bcp.gc.ca>; Arsenault, Stéphanie <Stephanie.Arsenault@gg.ca>
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Subject: RE: Statement of Work

Hello Don,

Any update on this?

Fady

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: August 1, 2019 4:38 PM
To: Booth, Donald
Subject: Former Governors General follow-up

Alain,

Thank you again for taking the time to meet with us. As I mentioned this morning, I've included links to a few relevant pieces, primarily from the National Post, the originator of the story. There are others but this sums up the content fairly well. I've also included the link the expense reports for Lieutenant Governors.

As we discussed, I am happy to ensure our participation in any meetings where PCO's presence could be beneficial.

I look forward to hearing from you.

Former Governors General

<https://nationalpost.com/news/politics/former-governor-general-adrienne-clarkson-still-bills-more-than-100000-a-year-in-expenses>

<https://nationalpost.com/news/politics/government-to-review-funding-for-former-governors-general-trudeau-says>

<https://nationalpost.com/opinion/np-view-maybe-adrienne-clarksons-worth-every-penny-but-lets-see-some-proof>

<https://nationalpost.com/news/politics/clarksons-spending-much-higher-than-indicated-in-public-records-sources-reveal-in-some-years-exceeding-200k>

<https://nationalpost.com/news/politics/expense-program-for-former-governors-general-has-caused-concern-for-two-decades-trudeau-told-in-briefing-note>

<https://www.theglobeandmail.com/opinion/article-im-no-longer-governor-general-but-i-still-serve-canada/>

<https://toronto.citynews.ca/video/2018/10/31/raw-justin-trudeau-on-adrienne-clarkson-olympics/>

Lieutenant Governors

<https://www.canada.ca/en/canadian-heritage/services/crown-canada/lieutenant-governors/expenses.html>

s.19(1)

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: August 12, 2019 4:41 PM
To: 'alain seguin'
Subject: RE: Info
Attachments: PCO_PROD-#1443047-v1-
Support_for_Former_Governor_General_(002)_-_Migrated_to_GCdocs_#_4144942.pdf

Hi Alain.

I'm still looking for info on that – our sense is that there isn't anything comparable but trying to confirm with colleagues in Australia and New Zealand.

Here is another link that might be of interest – it is MMe Clarkson's rebuttal of criticism in the Globe and Mail:

<https://www.theglobeandmail.com/opinion/article-im-no-longer-governor-general-but-i-still-serve-canada/>

Also attached is the TB Sub from 1979 which might be of interest.

Would it be useful to provide a summary of the supports provided to former PMs?

From: alain seguin [REDACTED]
Sent: Monday, August 12, 2019 3:25 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: RE: Info

This is great Don, Thanks.

Do you have any information on what other commonwealth countries do, specifically Australia and New Zealand?

Alain

----- Original Message -----

From: "Booth, Donald" <Donald.Booth@pco-bcp.gc.ca>
Date: August 12, 2019 at 2:35 PM

Hello Alain. Below please find some links to various media stories about the GG expense issue (mostly from National Post which broke the story and is keeping track of it regularly). If you have trouble opening the links please let me know and I will try and convert them to PDFs.

National Post article on Mme Clarkson:

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<https://nationalpost.com/news/politics/clarksons-spending-much-higher-than-indicated-in-public-records-sources-reveal-in-some-years-exceeding-200k>

<https://www.thechronicleherald.ca/news/canada/expense-program-for-former-governors-general-has-caused-concern-for-two-decades-trudeau-told-in-briefing-note-338144/> - this is the most recent article that cites internal PCO briefing notes.

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Article about Mr. Johnston's disclosure:

<https://nationalpost.com/news/politics/david-johnston-releases-expense-report>

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PROTECTED



The Honorable the Treasury Board
L'honorable Conseil du Trésor

GOVERNOR GENERAL AND LIEUTENANT GOVERNORS

OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

Department - Ministère

Filié - Dossier

T.B. Number - C.T. No

Feb 8/79
Date

SUBJECT:

Support for former Governors General.

PROPOSAL:

(a) To provide support for former Governors General to enable them to carry out activities which devolve upon them as a result of their having occupied the Office of Governor General. (b) To amend the vote wording in the estimates of the Office of the Secretary to the Governor General as shown below. (c) To amend the Program activity structure to include a new activity: "Former Governors General".

COST:

\$144,900.00 -- Chargeable to Vote I

VOTE WORDING:

"Program expenditures; expenditures incurred on behalf of former Governors General, including those incurred on behalf of their spouses, during their lifetimes and for a period of six months following their decease, in respect of the performance of activities which devolve upon them as a result of their having occupied the Office of Governor General; and the grants listed in the estimates.

EFFECTIVE DATE:

April 1, 1979

BACKGROUND:

Former Governors General incur responsibilities and are asked to undertake activities essentially responsive in nature which result from their having held the Office of Governor General even though they no longer hold it. This is particularly true in the first few years after they leave office when they are effectively in a transition period between the responsibilities of office and their return to private life.

By decision No.

Cabinet agreed that support should be provided to former Governors General to enable them to carry out these activities and that provision should be made in the 1979/80 Main Estimates of Government House for the necessary expenditures and person/years.

- 2 -

The vote wording proposed above therefore provides the terms of reference of the policy to be implemented on behalf of former Governors General.

SCOPE:

The Cabinet decision supported the proposition that the maximum amount to be included in the Estimates for each former Governor General be the same as the maximum total salary provided by the House of Commons for the staff of Ottawa Parliamentary offices of Members of Parliament plus an additional fifty percent of that sum. Support should be provided for Mr. Roland Michener and for Mr. Jules Léger; thus, the amount to be included in the estimates is \$144,900.00 for fiscal year 1979/80. All permissible expenditures under the policy will be debited from or imputed to this total amount which will be divided into two control allotments of \$72,450.00 each, which may not be exceeded.

The support contemplated under the policy includes, for each former Governor General:

- i) for each fiscal year, the provision of secretarial and other staff and the payment of their salaries to the maximum number of person/years and the maximum total salary as provided by the House of Commons for the Ottawa Parliamentary offices of Members of Parliament which stands for fiscal year 1979/80 at four (4) person/years and \$48,300.00 per annum plus contributions for employee benefits.
- ii) the establishment and maintenance of office space in Canada and office operations by the staff as and where required by the former Governor General to include the cost of purchasing and/or hiring of furnishings, office equipment and office supplies and services; telephone services and other public utilities as may be assessed and charged to his office; professional services as may be required from time to time.
- iii) the payment of travel expenses of the former Governor General, his spouse and/or members of his office who need to accompany him insofar as such expenses fall within the terms of reference of the policy.
- iv) the reimbursement of reasonable expenses incurred by the former Governor General in returning hospitality received by him or by his spouse in the discharge of public duties falling clearly within the terms of reference of the policy.

AL PROVISIONS:

The provision of this support and payment of these same expenses will be continued to the estate of a former Governor General for six months after his death.

Each former Governor General benefitting by this policy should declare annually that, to his knowledge, the expenditures from this fund and the employment of the staff assisting him in accordance with this policy have been consistent with the terms of the policy.

IMPLEMENTATION:

The policy of support for former Governors General will be administered by the Office of the Secretary to the Governor General who will ensure that permissible expenses are charged to the control allotments for the appropriate activity and that the total amount provided for each former Governor General is not exceeded. The Office will assist former Governors General with staffing operations according to their preferences and ensure that the acquired rights and benefits of public service employees employed by or for former Governors General are preserved at all times by proceeding through and within the limits of the legislation, regulations and procedures governing the Public Service of Canada.

Approval of expenditures within the limits of the policy will be the primary responsibility of each former Governor General subject to the control of the Office of the Secretary to the Governor General.

Difficulties arising about the intent, application and/or interpretation of the policy will be referred to the Secretariat of the Treasury Board for advice and decision.

s.19(1)

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: August 12, 2019 6:04 PM
To: Alain Seguin
Subject: Re: Info

There is a program in Australia and am trying to get details.

The submission is a Cab doc but we are past the 30 year restricted period so it is not protected anymore.

I will send some info about PM supports.

Sent from my iPhone

On Aug 12, 2019, at 5:58 PM, Alain Seguin [REDACTED] wrote:

Yes, the former PM supports or benefits would be helpful.

Anything we can get from Australia and New Zealand would be very helpful.

Thanks for the rebuttal from Clarkson, but the 1979 TB sub is not attached. It's a cab doc so maybe I should review it on premise. As you know I am cleared to secret.

Alain

On Aug 12, 2019, at 4:40 PM, Booth, Donald <Donald.Booth@pco-bcp.gc.ca> wrote:

Hi Alain.

I'm still looking for info on that – our sense is that there isn't anything comparable but trying to confirm with colleagues in Australia and New Zealand.

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Subject: RE: Info

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Date: August 12, 2019 at 2:35 PM

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money

Article about Mr. Johnston's disclosure:

<https://nationalpost.com/news/politics/david-johnston-releases-expense-report>

>

<PCO_PROD-#1443047-v1-Support_for_Former_Governor_General_(002) -
_Migrated_to_GCdocs_#_4144942.pdf>

Simmering, William

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To: 'Alain Seguin'
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Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: August 13, 2019 5:24 PM
To: Alain Seguin
Subject: Re: Update

Great - Al will likely join us.

Sent from my iPhone

> On Aug 13, 2019, at 5:23 PM, Alain Seguin <[REDACTED]> wrote:

>

> Ok, 4:45 tomorrow is fine. I'll let you call me at 343-543-0878.

>

> Alain

>

>> On Aug 13, 2019, at 4:17 PM, Booth, Donald <Donald.Booth@pco-bcp.gc.ca> wrote:

>>

>> Hi. Does 4:45pm tomorrow work? If not how 1pm Thursday?

>>

>> Sent from my iPhone

>>

>> On Aug 13, 2019, at 3:59 PM, alain seguin <[REDACTED]> wrote:

>>

>>

>> Hi Don,

>>

>> I met with Fady and his Director of Finance, Philippe, this morning. I reviewed some claims and walk through the process with them - it was very helpful. They provided me with a copy of the 1979 TB sub, so I'm good on that front.

>>

>> Would it be possible to organize a quick call for tomorrow or Thursday to go over a few issues best handled by phone. Either end of the day is best from, but I will make myself available regardless.

>>

>> Alain

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: August 16, 2019 4:00 PM
To: Booth, Donald
Subject: Support to GGs
Attachments: Support for Former Governors General in New Zealand.docx

I'm still working on Australia but since it's getting late in the day and this may be useful now (and you might just find it interesting), I'm sending what I've found on New Zealand.

Support for Former Governors General in New Zealand

Authority is the *Governor-General Act 2010*

- On leaving office, a gross lump sum equivalent to the gross salary payable for the last 6 months during which he or she held office.
- Pension payments begin six months after leaving office.
- Compensation for lost or adversely affected superannuation rights by reason of having accepted appointment as Governor General (by written agreement with the Minister of Finance, before assuming office).
- Terms of the appointment may include an agreement for the GG and his or her spouse to be provided with specified benefits or privileges by way of payments in respect of domestic travel and the use of chauffeured cars **when he or she no longer holds office as Governor-General**. It does not appear those agreements are available publicly.
- In 2017-18, expenses for “Personnel and travel expenses – members of the executive council, former Governors-General and Prime Ministers was reported as \$21.95M NZD (approximately \$18.74M CAD). (former PMs are eligible under the *Members of Parliament (Remuneration and Services) Act 2013*).
- A breakdown of “privilege payments” (transport, flights and vehicles) to former Governors General indicates that in 2017-18, five former Governors General and two surviving spouses received support (surviving spouses remain eligible). Total travel expenditures were \$62,688 NZD. The average was \$8,955 NZD. When surviving spouses are not taken into account, the average rises \$10,405 NZD. In terms of variance, the previous fiscal year had almost \$93K NZD in expenses reported. In 2014-15, expenses were approximately \$25K NZD. 2017-18 appears to be an “average” year (see table below).
- Duration of support appears to be for life (Lady Beattie continues to receive support. Her husband left office in November 1985 and passed away in 2001. Dame Tizard left office in March 1996 – see table below.)

Former Governors-General

2018	FBT \$	AIRFARES \$	SURFACE TRAVEL \$	TOTAL \$
Lady Norma Beattie	391	545	4,226	5,162
Lady Beverley Reeves	73	491	4,934	5,498
Dame Catherine Tizard	-	-	5,394	5,394
The Rt Hon Sir Michael Hardie-Boys	-	-	5,110	5,110
Dame Sylvia Cartwright	4,120	7,530	8,665	20,315
The Rt Hon Sir Anand Satyanand	3,141	4,638	4,700	12,479
Lt Gen the Rt Hon Sir Jerry Mateparae	2,021	2,483	4,226	8,730
Total	9,746	15,687	37,255	62,688

Figure 1 Department of Internal Affairs Annual Report 2017-18 (page 124) CTRL Click the image to access report. Lady Beattie and Lady Reeves are surviving spouses.

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- Media reports allude to other possible costs which could not be obtained through freedom of information requests. It is not clear if they have access to government-owned vehicles or are strictly reimbursed for out of pocket expenses.

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: August 19, 2019 3:19 PM
To: Booth, Donald
Subject: FGG Support Australia and New Zealand
Attachments: Support for Former Governors General in New Zealand.docx; Support for Former Governors General in Australia.docx

Don,

Both are attached. Please let me know if this works for you. Unfortunately, there is far less detail for Australia.

Joël

Support for Former Governors General in New Zealand

Authority is the *Governor-General Act 2010*

- On leaving office, a gross lump sum equivalent to the gross salary payable for the last 6 months during which he or she held office.
- Pension payments begin six months after leaving office.
- Compensation for lost or adversely affected superannuation rights by reason of having accepted appointment as Governor General (by written agreement with the Minister of Finance, before assuming office).
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Support for Former Governors General in Australia

Authority is *The Governor-General Act 1974*

- The Act provides for a pension equivalent to 60% of the salary of the Chief Justice of Australia, regardless of the amount of time served as Governor General.
- In September 2001, the Prime Minister announced that expenditures by former Governors General, former Prime Ministers, parliamentarians and former parliamentarians would be disclosed. Despite this expenses for former Governors General have not been disclosed with the others.
- Media have made a number of freedom of information requests for the expenses of former Governor General Peter Hollingworth. Dr. Hollingworth resigned shortly into his mandate as a result of his handling of sexual abuse allegations while he had been the archbishop of Brisbane. With the exception of Dr. Hollingworth's expenses, media generally do not appear to be critical of support extended to former Governors General, former Prime Ministers or former parliamentarians.
- For 2015-16, Dr. Hollingworth had approximately \$275K AUD in expenses (approximately \$250K CAD) in addition to a pension of approximately \$295K CAD).

Category	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Office accommodation	\$125,059	\$135,197	\$136,879	\$137,469	\$153,739	\$144,411
Communications	\$8,137	\$7,480	\$7,598	\$7,902	\$7,083	\$6,597
General office expenses	\$4,720	\$2,847	\$4,683	\$2,039	\$2,218	\$4,378
Staff costs		\$593	\$126,325	\$83,201	\$87,182	\$100,670
Travel/Vehicle costs	\$20,104	\$18,088	\$18,654	\$8,081	\$14,690	\$13,228
Fringe Benefits Tax	\$7,432	\$7,734	\$6,591	\$6,868	\$6,713	\$7,429

Figure 1 Expenses for Peter Hollingworth (Australian Broadcasting Corporation)

- Although other figures were not available, media generally estimate support for former Governors General to be approximately \$600K AUD each per year, with slightly more than half of the amount being the pension.

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: August 23, 2019 3:27 PM
To: 'alain seguin'
Subject: RE: Update
Attachments: Support for Former Governors General in New Zealand.docx; Support for Former Governors General in Australia.docx

s.21(1)(b)

Hello Alain. Attached please find what info we could get on the NZ and Australia programs. [REDACTED]
[REDACTED] If Fady thinks he could use his contacts to get supplemental information that may be useful – I leave it to you once you have seen what we have gathered.

The letter looks fine from our perspective, providing you are comfortable with the FGGs engaging you directly. We agree that it would likely be a useful approach to have Assunta be the one who does the initial engagement.

Glad to hear that things are progressing well.

Cheers,

Don

From: alain seguin [REDACTED] s.19(1)
Sent: Thursday, August 22, 2019 12:24 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: Update

Hello Don,

I am making good progress on the review. I was just wondering if you have had a chance to consider the idea of the letter from the Secretary of the GG to the former GGs on obtaining their input. Just so we are clear, this would be to obtain their input now, not on the report when it is written. Fady remains adamant that the Secretary would have no problem sending such a letter.

Also, you were going to confirm what other commonwealth countries do with regards FGGs. I realize you are no doubt incredibly busy, therefore, Fady is more than willing to reach out to his counterparts in a few comparable commonwealth countries, if you are OK with that.

Thanks

Alain

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Figure 1 Expenses for Peter Hollingworth (Australian Broadcasting Corporation)

- Although other figures were not available, media generally estimate support for former Governors General to be approximately \$600K AUD each per year, with slightly more than half of the amount being the pension.

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: September 3, 2019 2:19 PM
To: 'Alain Seguin'
Subject: RE: Meeting

Come in the front door at 80 Wellington with some form of id and someone will be waiting to escort you up.

-----Original Message-----

From: Alain Seguin [REDACTED]
Sent: Tuesday, September 3, 2019 2:12 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: Re: Meeting

That's fine, but just run me through the particulars of entry because the last time I went to PCO was many years ago in the last administration.

Alain

> On Sep 3, 2019, at 1:01 PM, Booth, Donald <Donald.Booth@pco-bcp.gc.ca> wrote:

>
> 80 Wellington work for you?

>
> Sent from my iPhone

>
>> On Sep 3, 2019, at 12:59 PM, Alain Seguin [REDACTED] wrote:

>>
>> Perfect, where?

>>
>>> On Sep 3, 2019, at 12:58 PM, Booth, Donald <Donald.Booth@pco-bcp.gc.ca> wrote:

>>>
>>> 9:30am?

>>>
>>> -----Original Message-----

>>> From: Alain Seguin [REDACTED]
>>> Sent: Tuesday, September 3, 2019 12:56 PM
>>> To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
>>> Subject: Re: Meeting

>>>
>>> Morning would be better for me.

>>>
>>> Alain

>>>
>>>> On Sep 3, 2019, at 11:41 AM, Booth, Donald <Donald.Booth@pco-bcp.gc.ca> wrote:

>>>>
>>>> Hi Alain. Sept 12th is flexible for me except 11am. Would you prefer morning or afternoon?

>>>>
>>>> -----Original Message-----

>>>> From: Alain Seguin [REDACTED]

>>>> Sent: Friday, August 30, 2019 10:58 AM

>>>> To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>

>>>> Subject: Meeting

>>>>

>>>> Hello Don,

>>>>

>>>> The work is coming along very well and knowing that you and Al are both very busy, I would like to set up a meeting in two weeks from now to get your input on the main elements of the report before I finalize it. How does Thursday September 12th work? Anytime of day is fine with me.

>>>>

>>>> Alain

s.19(1)

s.20(1)(b)

Simmering, William

From: [REDACTED]
Sent: October 21, 2019 3:51 PM
To: Booth, Donald
Cc: [REDACTED]
Subject: Right Door Invoice - Alain Seguin
Attachments: [REDACTED] PCO - Alain Seguin.pdf

See attached Right Door invoice for services rendered by Alain Seguin.

Regards,

[REDACTED]

The Right Door Consulting and Solutions



THE RIGHT DOOR

Consulting & Solutions Inc.

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GST/HST Registration No.:
803923739

INVOICE

s.20(1)(b)

INVOICE TO

Privy Council Office
Procurement and Contracting
Services
85 Sparks St, Room 301
Ottawa ON K1P 5A7

INVOICE

DATE 18-10-2019

DUE DATE 17-11-2019

TERMS Net 30

CONTRACT REF

4002274

ACTIVITY	RATE	HOURS	TAX	AMOUNT
PCO - Alain Seguin Professional Services Rendered by Alain Seguin - August 2019			HST ON	5,224.91
PCO - Alain Seguin Professional Services Rendered by Alain Seguin - Sept 2019			HST ON	11,733.12
PCO - Alain Seguin Professional Services Rendered by Alain Seguin - Oct 2019			HST ON	824.99
Financial Code: 04670-CG50000-B110				

Thank you for your business. Payment can be made by EFT or cheque.

SUBTOTAL 17,783.02
HST (ON) @ 13% 2,311.80
TOTAL 20,094.82
BALANCE DUE

\$20,094.82

TAX SUMMARY

	RATE	TAX	NET
HST (ON) @ 13%		2,311.80	17,783.02



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s.20(1)(b)

CONSULTANT Alain P Seguin

Client PCO

Contract # 4500390225

Month/ Year August 2019

Date	Hours	Description of work done
1ST		Review of program
2ND		
3rd		
4th		
5th		
6th		
7th		
8th		
9th		
10th		
11th		
12th		Review of program
13th		Review of program
14th		Review of program
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26th		Review of program
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28th		Review of program
29th		Review of program
30th		
31st		
TOTAL NUMBER OF HOURS WORKED THIS MONTH		



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s.20(1)(b)

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Client PCO

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s.20(1)(b)

CONSULTANT Alain P Seguin

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Contract # 4500390225

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31st		
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s.19(1)

s.20(1)(b)

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: October 28, 2019 4:27 PM
To: Girouard, Joel
Subject: FW: Contract 4002274 - Alain Séguin - The Right Door Consulting & Solutions Inc.

We wont be getting any reaction from Clerk or anyone on the report for a few weeks likely – thinking we should extent the contract to December 30th (if we don't use it no harm)?

Thanks for the picture of Her Majesty.

From: [REDACTED]
Sent: Monday, October 28, 2019 4:16 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Cc: alain seguin [REDACTED]
Subject: Contract 4002274 - Alain Séguin - The Right Door Consulting & Solutions Inc.

Donald as discussed, you will amend the contract end date, currently the contract ends November 1st, 2019. Please find below the utilization of the contract to the end of October 2019. Alain has 15.5 hours remaining.

PRIVY COUNCIL OFFICE		ALAIN SEGUIN
24 July 2019		20,625.00
July-19		0.00
August-19		-5,224.91
September-19		-11,733.12
October-19		-824.99
ends 30-sept 1 Nov 2019		2,841.99

Let me know if you require any additional information.

Sincerely,



s.19(1)

s.19(1)
s.20(1)(b)

Simmering, William

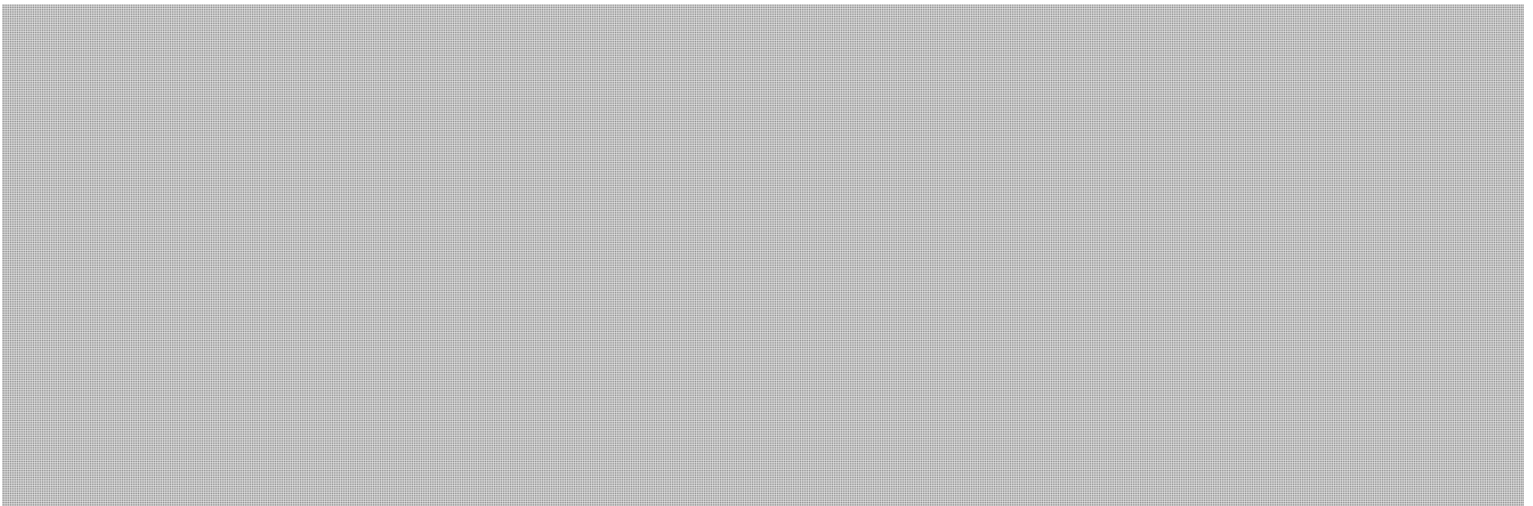
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Let me know if you require any additional information.

Sincerely,



s.20(1)(b)

Simmering, William

From: Martin, Alicia <Alicia.Martin@pco-bcp.gc.ca>
Sent: January 14, 2020 10:48 AM
To: Marion, Elise
Cc: Booth, Donald
Subject: FW: Right Door Invoice - Alain Seguin
Attachments: [REDACTED] PCO - Alain Seguin.pdf

Importance: High

Hello Elise,

I had sent this out last week and was looking for a status update to ensure this was paid out as we were a bit behind on it

Thank you very much

Alicia Martin

Machinery of Government
Privy Council Office / Government of Canada
alicia.martin@pco-bcp.gc.ca / Tel: 613-957-5493

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: Tuesday, January 7, 2020 4:23 PM
To: Martin, Alicia <Alicia.Martin@pco-bcp.gc.ca>
Subject: FW: Right Door Invoice - Alain Seguin

Hi. We need to pay this quickly as it is very overdue. It is contract # 4002274

Thanks.

The Right Door Consulting and Solutions



s.20(1)(b)

GST/HST Registration No.:
803923739

THE RIGHT DOOR

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INVOICE

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s.20(1)(b)

CONSULTANT Alain P Seguin

Client PCO

Contract # 4500390225

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s.20(1)(b)



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29th		
30th		
31st		
		TOTAL NUMBER OF HOURS WORKED THIS MONTH

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: January 16, 2020 11:47 AM
To: Booth, Donald
Subject: FW: Update on GG Expense Policy

I'll prepare something this afternoon.

From: Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca>
Sent: Thursday, January 16, 2020 11:07 AM
To: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>; Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Cc: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Subject: FW: Update on GG Expense Policy

Hi Joel and Don,
Please see request below. PMO would like us to provide them with a proposed response. Are you able to provide one by COB tomorrow?
P-A

From: James Wood <jwood@taxpayer.com>
Sent: Thursday, January 16, 2020 10:20 AM
To: Media / Médias (PMO/CPM) <Media@pmo-cpm.gc.ca>
Subject: Update on GG Expense Policy

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<https://www.cbc.ca/news/politics/review-past-gg-expenses-trudeau-1.4885815>

<https://nationalpost.com/news/politics/expense-program-for-former-governors-general-has-caused-concern-for-two-decades-trudeau-told-in-briefing-note>

Deadline on this would be next Wednesday, and I don't have any specific questions at the moment beyond seeking a general update. I understand from the Post story that the review should be done by now.

Any information that can be provided would be appreciated!

--

James Wood
Investigative Journalist, Canadian Taxpayers Federation
Suite 712, 170 Laurier Ave W, Ottawa
Office: 613-234-6554
Mobile: 306-830-5130

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: January 16, 2020 4:55 PM
To: Booth, Donald
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Suite 712, 170 Laurier Ave W, Ottawa
Office: 613-234-6554

Mobile: 306-830-5130

Simmering, William

s.19(1)

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: January 20, 2020 3:52 PM
To: [REDACTED]
Subject: RE: Right Door Invoice - Alain Seguin

Hi [REDACTED] I am told that the payment was made against the contract on Friday. Which means the cheque should be forthcoming. Please let me know if it hasn't shown up in the next few days.

Don

-----Original Message-----

From: [REDACTED]
Sent: Friday, January 17, 2020 12:52 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: RE: Right Door Invoice - Alain Seguin

Hi Don

It is Friday and no sign of that payment. Really hate nagging you!

[REDACTED]

-----Original Message-----

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: January 10, 2020 3:05 PM
To: [REDACTED]
Subject: RE: Right Door Invoice - Alain Seguin

Hi. If you haven't heard anything by Friday please be in touch.

Have a nice weekend (though I gather the weather is going to be apocalyptically wet and icy...)

Don

-----Original Message-----

From: [REDACTED]
Sent: Friday, January 10, 2020 3:03 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: RE: Right Door Invoice - Alain Seguin

Hi Don

Thank you for the update and we will await the payment. If I don't see anything by next Friday, I'll reach out to you....if that's ok.

Have a lovely weekend.

s.19(1)

-----Original Message-----

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: January 10, 2020 2:46 PM
To: [REDACTED]
Subject: Re: Right Door Invoice - Alain Seguin

Hello [REDACTED]. My sincere apologies There appears to have been some confusion on our end. I have re-signed and resubmitted all the paperwork to our Finance office and insisted that a cheque be cut as soon as possible. It should not take long.

Sent from my iPhone

On Jan 10, 2020, at 12:18 PM, [REDACTED] wrote:

Hi Don

I am following up on our query about a missing payment for Alain Seguin, as per below emails.

Have you an update?

Thank you

[REDACTED]
From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca<mailto:Donald.Booth@pco-bcp.gc.ca>>
Sent: January 6, 2020 1:00 PM
To: [REDACTED]
Subject: RE: Right Door Invoice - Alain Seguin

Ok. I will follow-up with our contracting people and check on the status.
Apologies.
Don

From: [REDACTED]
Sent: Monday, January 6, 2020 12:59 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca<mailto:Donald.Booth@pco-bcp.gc.ca>>
Subject: RE: Right Door Invoice - Alain Seguin

Hi Don

We haven't been paid yet, however, we paid Alain.

Thank you, I appreciate you looking into this.

[REDACTED]
From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca<mailto:Donald.Booth@pco-bcp.gc.ca>>
Sent: January 6, 2020 12:54 PM
To: [REDACTED]
Subject: RE: Right Door Invoice - Alain Seguin

s.19(1)

Hi [REDACTED] I just spoke with Alain and he indicated that he has been paid in full already.

If this isn't the case I will certainly look into this quickly. Please let me know.

Don

Donald Booth

Director of Strategic Policy and Canadian Secretary to the Queen / Directeur de la politique stratégique et Secrétaire canadien de la Reine Machinery of Government / Appareil gouvernemental Privy Council Office / Bureau du Conseil privé

(613) 957-5715

Donald.Booth@pco-bcp.gc.ca<mailto:Donald.Booth@pco-bcp.gc.ca>

From: [REDACTED]

Sent: Monday, January 6, 2020 12:48 PM

To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca<mailto:Donald.Booth@pco-bcp.gc.ca>>; Kaddouh, Tara <Tara.Kaddouh@pco-bcp.gc.ca<mailto:Tara.Kaddouh@pco-bcp.gc.ca>>

Subject: FW: Right Door Invoice - Alain Seguin

Good afternoon

Please advise as to when we can expect payment for the attached invoice.

I await your reply.

Thank you

From: [REDACTED]

Sent: December 17, 2019 10:09 AM

To: donald.booth@pco-bcp.gc.ca<mailto:donald.booth@pco-bcp.gc.ca>;

Subject: FW: Right Door Invoice - Alain Seguin

Good morning

I hope you are keeping well and ready for some holidays!

s.19(1)

[REDACTED] and note that the attached invoice for services rendered by Alain Seguin in August, September and October has not been paid yet. Can you give an update .is there a problem again?

Please advise.

Thank you

[REDACTED]

From [REDACTED]
Sent: October 21, 2019 3:51 PM
To: 'donald.booth@pco-bcp.gc.ca<mailto:donald.booth@pco-bcp.gc.ca>' <donald.booth@pco-bcp.gc.ca<mailto:donald.booth@pco-bcp.gc.ca>>
Cc [REDACTED]
Subject: Right Door Invoice - Alain Seguin

See attached Right Door invoice for services rendered by Alain Seguin.

Regards,

[REDACTED]

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: January 21, 2020 4:44 PM
To: Booth, Donald
Subject: RE: Update on GG Expense Policy

That works.

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: Tuesday, January 21, 2020 4:41 PM
To: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Subject: RE: Update on GG Expense Policy

How about:

- Following the Prime Minister's announcement, a review of the program providing financial support to former Governors General has been completed. Work continues to determine how to effectively implement the review's recommendations with an eye to ensuring appropriate transparency and prudent spending of public funds.

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: Thursday, January 16, 2020 4:55 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: FW: Update on GG Expense Policy

Proposed:

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--

James Wood

Investigative Journalist, Canadian Taxpayers Federation

Suite 712, 170 Laurier Ave W, Ottawa

Office: 613-234-6554

Mobile: 306-830-5130

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: January 22, 2020 10:45 AM
To: Girouard, Joel
Subject: RE: FGG report
Attachments: Review of support to former GGs.docx

Here you go. If you could start to work up a note to the PM that would be appreciated.

-----Original Message-----

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: Wednesday, January 22, 2020 10:37 AM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: FGG report

Can you send me a copy electronically?

Review of the Provision of Support to Former Governors General

October 2019

Prepared by Alain P. Séguin

Table of Contents

Introduction

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Introduction

Background

In 1979, the government implemented a program to support former Governors General for their ongoing responsibilities and activities, essentially responsive in nature, which result directly from their having held the Office of Governor General.

The type of responsibilities and activities that a former Governor General could be required or asked to assume include, for example, attendance to a state funeral of a foreign dignitary. Other activities could also include ongoing responsibilities related to titles such as being the Canadian Colonel-in-Chief of Princess Patricia's Canadian Light Infantry.

Support to former Governors General is provided in the form of the reimbursement of office operating expenses such as, office furnishings, supplies, accommodation, staff and professional services. Support is also provided to reimburse direct expenditures related to specific events and activities in the form of travel and hospitality.

The current maximum claimable expenditures per year for each former Governor General is set at \$206,040. There are currently four active former Governors General, bringing the potential maximum cost per year for the entire program to \$824,000. The last year of record, 2017-18, had a total actual expenditure for the support of four former Governors General of \$541,337, including taxes.

Support for responsibilities and activities of former Governors General is exclusive and independent of pension annuities, insurances, health care provisions, and relocation and archiving costs upon completion of their term of office.

Over the last few years the support program for former Governors General has come under increasing public scrutiny concerning issues of transparency and accountability. The concerns raised stem largely from the perceived lack of information or details surrounding the reporting of support expenditures.

In October 2018, the Prime Minister announced that the federal government would review the program to determine "best practices" and respond to Canadians' expectation of "transparency and accountability" in support of former Governors General "who've stepped up and offered tremendous service to this country".

The Review

The scope of this review is uniquely on the support program for former Governors General as presented in the 1979 Cabinet (Treasury Board) decision.

The objective of this review is to assess the overall functioning of the funding program for former Governors General with specific attention to transparency of reporting, accountability and efficiency of process.

The work involved a sample review of expense claims and their subsequent approval and reimbursement process to assess compliance with the 1979 Program authority (Government decision) and subsequent 2012 guideline document.

The review also examined the program's reporting regime with a view to determine whether current accountability and transparency expectations and or standards are being met.

The review undertook to compare the program's practices with up-to-date management and administrative best practices as well as comparable practices and programs in Canada and other Commonwealth countries

The review was conducted independently and considered input from senior government officials, senior officials from the Office of the Secretary to the Governor General, former Governors General and the current Governor General.

This review is not an audit of the program and therefore does not provide an audit report or opinion. The product of the review constitutes this report which provides observations on the program's current functioning as well as recommendations for the future.

Findings

The Program Authority (1979 Decision)

The formal program authority for the support of former Governors General is derived from a 1979 Cabinet decision (Treasury Board). The decision constitutes the only official authority document that lays out the parameters of the program, including an annual limit of permissible expenses or allowances, the type of permissible expenses, some processes and some accountabilities. The program came into effect on April 1st, 1979.

The program's objective is to reimburse former Governors General for expenses incurred as a result of responsibilities and activities "essentially responsive in nature which result from their having held the Office of Governor General even though they no longer hold it".

The annual permissible limit of expenses reimbursed was established as the "total salary provided by the House of Commons for the staff of Ottawa Parliamentary offices of Members of Parliament plus fifty percent of that sum". In 1979 the annual limit was calculated at \$72,450 per former Governor General.

The program decision then established four types of permissible expenses:

- Salary for staff is pegged to the person year maximum of four attributed to Members of Parliament offices in Ottawa.
- The establishment, maintenance and operation of office space in Canada for the cost of purchasing and/or 'hiring' of furnishings, office equipment and services; telephone services and other public utilities as well as professional services "as may be required from time to time".
- Travel expenses of the former Governor General, their spouse and /or members of their office as required "within the terms of reference of the policy."
- "The reimbursement of reasonable expenses incurred by the former Governors General in returning hospitality received by the former Governor General or their spouse in the discharge of duties falling clearly within the terms of reference of the policy."

There are two "Special Provisions" in the decision. One providing for the payment of expenses to the estate of a former Governor General for six months after their death. The other special provision indicates that each former Governor General declare annually that expenditures reimbursed are "in accordance with this policy (and) have been consistent with the terms of the policy".

Finally, the 1979 decision provides for the administration of the program under the Office of the Secretary to the Governor General. The decision states that "approval of expenditures...

will be the primary responsibility of each Governor General subject to the control of the Office of the Secretary to the Governor General`. In practice, the Office of the Secretary to the Governor General reviews each monthly expense claim to ensure compliance with the program authority of 1979 and the 2012 guideline prior to reimbursement. The 2012 guideline document indicates that International travel is to be `raised` with the Director General Corporate Services in the Office of the Secretary to the Governor General to ensure compliance with the program authority before expenses are incurred.

In 2012, the Office of the Secretary to the Governor General developed and implemented a guideline document in support of the 1979 Cabinet decision. The document describes the framework of authorities and related procedures required to manage the 1979 program authority. The guideline presents procedures intended to clarify administrative requirements and provide assistance with establishing sound practices.

The guideline emphasizes key elements of the 1979 authority such as the responsibility of each former Governor General to attest annually that expenditures incurred are consistent with the terms of the authority. The guideline also presents the annual permissible expense limit. In this case, the guideline is the only authoritative document to provide an updated limit of \$206,040, from the original \$72,450 of 1979.

In addition, the guideline provides detailed procedures in submitting monthly expense claims, such as, descriptions of the expense with copies of original receipts and supporting invoices. The guideline also includes templates to assist former Governors General and staff in preparing claims for reimbursement.

The Annual Limit

The annual expense limit established in 1979 was based on "...the maximum total salary provided by the House of Commons for the staff of Ottawa Parliamentary offices of Members of Parliament plus an additional fifty percent..." This amounted to a limit of \$72,450 annually for each former Governor General.

The current limit, set at \$206,000, reflects the amount for a Parliamentary office budget for 1993-94 through 1997-98. Parliamentary office basic budgets for 2019-20 are set at \$363,600 and include both salary and non-salary provisions. When applying a simple inflation adjustment to the original 1979 limit of \$72,450, the amount for former Governors General would figure at \$246,906. It is evident that, the annual limit supporting former Governors General has neither kept up with inflation or the 1979 calculation methodology based on Parliamentary office budget levels.

Grounding the annual limit, as was done in 1979, on a pre-established, transparent and, arguably, debated amount like Parliamentary office budgets is a sound practice. It links the limit to a tangible and accountable budget calculation. Furthermore, it avoids having to independently rationalize any annual adjustment up or down or not at all depending on the situation. The freezing of the amount to 1993-94 levels was likely in responsive to significant government deficit reduction measures undertaken at that time, similarly to the way Parliamentary office budgets were frozen from 1993-94 to 1997-98. Post 1997-98, Parliamentary office budgets resumed their annual increases and thus a disconnect with the 1979 decision calculation methodology was created.

Comparing Canada's annual budget for former Governors General to New Zealand and Australia with similar programs, reveals that Canada's annual limit is solidly in the middle, between that of Australia's and New Zealand's annual amounts. It should be noted, however, that while the programs to support former Governors General are similar in approach in New Zealand and Australia, there are important differences in the details and mechanics of the programs.

The 1979 annual limit calculation methodology, while not perfect, provided a credible basis to establish an annual limit to support former Governors General in their ongoing tasks. The process, transparency and penultimate accountability of a Parliamentary's office budget is a solid basis of calculation. For example, linking the annual limit for former Governors General today at fifty percent of the 2019-20 Parliamentary office budget, would provide an annual limit of \$181,800. While this amount is less than the current \$206,000, the \$181,800 is well within the range of the annual spending pattern of current former Governors General.

Recommendation

The 1979 decision should be updated using a baseline, not to exceed the current \$206,000, to reflect a new annual limit methodology calculation. Preference should be given to re-grounding

the new annual limit methodology to an established, credible budget measure such as Parliamentarian office basic budgets as was the case in the original program decision.

Allowable Expenses and Claim Process

As already indicated, the 1979 program authority decision lays out the type of expenses that are permissible for a former Governor General. These include, salary for staff, the establishment and maintenance of office space in Canada, office furnishings, office equipment, office supplies and utilities. Travel expenses are also covered for the former Governors General, their spouse and accompanying staff. Hospitality is permitted in returning hospitality received by a former Governor General or by their spouse.

Former Governors General must submit a monthly request to have expense items reimbursed. Reimbursement is only to be made based on supporting documentation, including receipts and other documentation confirming the expense.

In 2012, the Office of the Secretary of the Governor General issued a comprehensive document entitled - Guidelines for the Provision of Support to Former Governors General. The Guideline document provides considerable clarity on the process by which expense claims are to be made, including the type of supporting documents. The Guideline also provides a template for travel claims and an annual declaration in accordance with the Program authority. The annual declaration signed by each former Governor General is to affirm that expenditures made during the year are in accordance with the terms of the (Program) policy as set out by the government in 1979.

A sample of expense claims was reviewed to assess adherence to the Program authority and guideline document. In addition, the review also scrutinized expense items to assess the overall reasonableness of expense items.

In all cases reviewed, the monthly expense claims submitted by former Governors General were well prepared and provided much of the detail required for review and approval by the Office of the Secretary to the Governor General. All expenses reviewed were in accordance with the allowable expenses as indicated in the authority and guideline documents. The review did not see any expense items that could be deemed unreasonable given the parameters of the authority and guideline documents.

There is room for some improvement, however, in the supporting documentation of hospitality expenses. Hospitality expenses were very modest, representing less than 1% of all expenses in the years reviewed. Hospitality supporting documentation could be improved to provide more details and clarity in relation to the program authority stipulations. Adding a template form to the guideline document could be a solution that could easily improve the documentation provided.

The current Program authority document (1979) and the 2012 Guideline are excellent starting point documents. However, specifically with respect to the 1979 program authority document, the level of precision and clarity for some expense items is lacking and open to interpretation. Furthermore, there are no limits or guideposts for specific expense items, except for salaries, which are significantly outdated due to inflation.

Recommendation

The 1979 decision should be updated to provide more clarity with respect to allowable expense items and, in some cases, limits. Consideration should be given to have the new updated Program authority document refer to an annual allowance document that would include the annual limit and be updated on a rolling three-year basis. The allowance document would provide clarity on specific expense items as well as limits and would be published annually for greater transparency. An excellent example is the House of Commons Members Allowances and Services document that is published annually

<https://www.ourcommons.ca/PublicDisclosure/UnderstandingReport.aspx?Language=E>

Expense Reporting and Public Accountability

The subject of reporting, transparency and accountability of reimbursed expenses for former Governors General has of late been a topic of considerable media interest. This issue is in fact a key element for the *raison d'être* of this review as announced by the Prime Minister "...Canadians expect a certain level of transparency and accountability...".

Unfortunately, neither the 1979 Program authority documentation or the 2012 guideline document provide any requirement or guideline concerning the reporting of expenses. The closest any document comes to reporting requirements is where the Program authority states that "the Office of Secretary to the Governor General will ensure that permissible expenses are charged to the control allotments for the appropriate activities". This, however, is much less about reporting than about accounting or bookkeeping and in the end is not helpful in advancing public transparency and accountability for these types of expenses.

Much of the media reporting of late has centered on expenses billed by a former Governor General that met the Government of Canada Public Accounts \$100,000 threshold for reporting professional services separately. Unfortunately, the Government of Canada public reporting policy is ill-suited for providing details and clarity on a relatively small program like that for former Governors General expenses.

The Office of the Secretary of the Governor General, who is charged with approving and ultimately recording all former Governors General expenses, is provided an annual budget allotment from which former Governors General expenses are paid. This specific allotment is provided exclusively for non-salary type expenditures. It is provided this way to match the type of overall expense that is being paid, which is to reimburse former Governors General for their expenses.

Because the specific budget allotment provided to the Office of the Secretary of the Governor General is a non-salary allotment, expense items cannot be recorded to the line item called "Personnel" even if the item is salaries paid by a former Governor General to assist in the running of their office. For government public accounts policy, only salaries paid directly by the government of Canada can be recorded to the "Personnel" line item.

Therefore, currently recorded for all former Governors General for all years reviewed under the "Personnel" line item in the government public accounts is \$0.00. When in fact there are salaried employees working for former Governors General. As already stated, the 1979 Program authority permits former Governors General to have up to four person years on staff. Currently, reimbursement of salary expenses incurred by the former Governor General are recorded as "Professional / Special Services". This is the same line item used for professional services and hospitality expenses as per government reporting policy. The conclusion is that, in this case, recording some expenses according to government public accounts policy can distort the true pedigree of the expense, such as reporting salaries as professional services.

Further issues exist with respect to recording other reimbursed expenses. For example, expenses related to a physical office accommodation can currently be recorded under a number of line items; such as, Transportation and Telecom, Professional / Special Services, Rentals, and Materials / Supplies / Utilities. Seeking information on office accommodation costs for former Governors General is next to impossible if relying exclusively on public accounts information. Fortunately, the expense claims of former Governors General all have significant details on the costs of their offices and could easily provide more than enough information for more helpful detailed reporting.

The reporting issue is not a case of accountability obfuscation. Rather it is a case of using the wrong tool for the job. The Office of the Secretary of the Governor General records Former Governors General expense items in accordance with the government of Canada's public accounts process. The Public Accounts of Canada are world class documents true to proper accounting convention (GAAP) and have received clean audit reports year over year by the Auditor General of Canada. However, the Public Accounts of Canada are not the right tool to provide the level of detail to meet today's standards that Canadians expect for a program like supporting former Governors General.

Public concern over transparency issues has prompted one former Governor General to provide more detailed reporting than is available through the Public Accounts. Unfortunately, this approach, viewed favourably but some, has not put to rest the questions on what a reporting regime should be for former Governors General.

An excellent example of detailed reporting to meet a high bar for public accountability, that does not rely on the Public Accounts of Canada, is the House of Commons. The House Commons reports significant detail on Member expenses

<https://www.ourcommons.ca/PublicDisclosure/UnderstandingReport.aspx?Language=E> .

Expenses are reported on a quarterly basis for the House of Commons as a whole and for each Member with far more detail than the Public Accounts. The reports even provide detailed definitions for every line item to avoid misinterpretation and or confusion regarding specific expense items.

Other examples of providing more detailed financial information beyond general accounting formats include the sitting Governor General annual financial statements

[https://www.gg.ca/sites/default/files/media/the_office/AR_RA/2018-](https://www.gg.ca/sites/default/files/media/the_office/AR_RA/2018-19_osgg_financialstatements.pdf)

[19_osgg_financialstatements.pdf](https://www.gg.ca/sites/default/files/media/the_office/AR_RA/2018-19_osgg_financialstatements.pdf) and the Sovereign Grant and Sovereign Grant Reserve (Royal Household) Annual Report and Accounts <https://www.royal.uk/financial-reports-2018-19>.

Recommendations

The 1979 decision should be updated to provide for more detailed public reporting on former Governors General expenses such as currently exists for Members in the House of Commons. The more detailed public reporting of expenses should be administered and published centrally by the Office of the Secretary to the Governor General.

In order to streamline and contain costs associated with enhanced reporting, consideration should be given to developing an electronic expense reporting template that former Governors General would use in submitting their monthly claims. The template information could then be used to aggregate monthly information into an annual format for reporting purposes

Consideration should be given to implementing more detailed reporting on a phased approach where the initial implementation of detailed reporting would be done at an aggregate level, thus totaling all former Governors General expense items until such time as new clearer definitions on allowances and expense items are uniformly understood and implemented.

Reporting of Activities

Germane to the issue of former Governors General expense transparency and accountability, is the issue of program performance. Questions have been raised about the effectiveness of the program, specifically, the extent of responsibilities and duties that might befall a former Governor General for the rest of their life.

Media attention to this issue has prompted one former Governor General to respond by outlining numerous responsibilities and engagements undertaken over the course of a specific year.

Referring to the original program authority document of 1979, the objective of the program is to respond to the issue that:

“Former Governors General incur responsibilities and are asked to undertake activities essentially responsive in nature which result from having held the Office of Governor General even though they no longer hold it. This is particularly true in the first few years after they leave office when they are effectively in a transition period between the responsibilities of office and their return to private life.” Cabinet agreed “that support should be provided to former Governors General to enable them to carry out these activities...”

The sitting Governor General's role and responsibilities while in office are well presented in the Governor General's web site <https://www.gg.ca/en/role>. The following are summaries and excerpts from the web site.

The Governor General is first and foremost known for exercising the powers and responsibilities of the Head of State, Her Majesty The Queen. While the Constitution Act (1867) places executive power in The Queen, in practice this power is exercised by the prime minister and ministers. The Governor General acts on the advice of the head of government but has the right to advise, encourage and warn.

The Governor General also represents Canada in domestic and international ceremonies and events. The Governor General officially welcomes new ambassadors, plays host to foreign heads of State and signs diplomatic letters for outgoing Canadian ambassadors and high commissioners. The Governor General also plays an important role in international relations by travelling abroad on State and official visits which inevitably strengthen Canada's relationships with international partners. The Governor General is also the commander-in-chief of Canada, recognizes accomplishment through honours, decorations and awards and brings Canadians together through dialogue and shared sense of purpose.

Clearly there are functions that a former Governor General would no longer exercise, such as executive powers on behalf of The Queen or being commander-in-chief or signing diplomatic letters for outgoing Canadian ambassadors and high commissioners. However, there are many functions and activities that remain, for example, the relationships built with international

partners as the former representative head of state, or the relationships built with Canadians and Canadian institutions as Canada's chief champion and cheerleader while in office. It is these and other like activities that remain with a former Governor General that the government felt were important enough to continue through an expense support program.

Measuring the effectiveness of the former Governor General support program in 2019 in meeting the intended objective of the 1979 Cabinet decision was a difficult undertaking. Unfortunately, this review found very limited user-friendly information on the activities or responsibilities of former Governors General stemming from their time in office.

Some information was available through rough notations made on hospitality and travel expense claims. In addition, some former Governors General carry formal titles that include ongoing responsibilities, such as Canadian Colonel-in-Chief of the Princess Patricia's Canadian Light Infantry as already indicated. Unfortunately, the Office of the Secretary to the Governor General does not have a detailed listing of all formal titles retained or obtained by former Governors General.

Most former Governors General have websites that provide some up-to-date information on current activities, but these are designed for general information purposes on a range of topics, not exclusive to the role and activities as a result of having held office. Nor is the information on engagements and activities uniformly structured between the former Governors General for ease of readership.

Providing information on the activities, titles and engagements of former Governors General would be an important first step to begin to piece together a meaningful assessment as to whether the program, as it exists, is meeting its intended objective derived in 1979.

As things currently stand, the program only provides pro-forma Public Accounts accounting information which has already been determined previously in this report to be inadequate as a best practice in public reporting. An improved expense reporting regime designed for the public in addition to providing public reporting of activities, engagements and responsibilities of former Governors General would not only significantly improve the program's transparency and accountability, but it would also improve its awareness and understanding.

A readily available example of activity and responsibility reporting for former Governors General currently exists in the form of the Annual Report of Office of the Secretary to the Governor General https://www.gg.ca/sites/default/files/media/the_office/AR_RA/2017-18_osgg_annualreport.pdf. The annual report provides a good high-level presentation of the activities and engagements of the sitting Governor General. A similar report could be published, on-line at modest expense, to present the list of activities and engagements of former Governors General. Another example, as already indicated in this report is the Sovereign Grant and Sovereign Grant Reserve (Royal Household) Annual Report and Accounts <https://www.royal.uk/financial-reports-2018-19>. The Royal Household annual report is also

notable for a section on Performance which presents information on events, engagements, travel, hospitality, environmental sustainability and even supplier payment performance.

Recommendation

The 1979 decision should be updated to provide for the user-friendly reporting of annual activities, responsibilities, events and engagements of former Governors General. The more detailed public reporting of activities should be administered and published centrally by the Office of the Secretary to the Governor General.

Consideration should be given to implementing more detailed reporting on a phased approach where the initial implementation would be done at an aggregate level, thus reporting all former Governors General activities in aggregate until such time as experience in uniformity of presentation and articulation of activities is achieved.

Supporting Former Governors General for Life

Another issue raised through discussions and interviews during the course of this review, is the length of time that support should be provided to former Governors General to assist in the activities stemming from their time in office.

The 1979 program authority states that "Former Governors General incur responsibilities and are asked to undertake activities essentially responsive in nature which result from having held the Office of Governor General even though they no longer hold it. This is particularly true in the first few years after they leave office when they are effectively in a transition period between the responsibilities of office and their return to private life."

The program authority goes on to state that support measures would continue "to the estate of a former Governor General for six months after (their) death."

While the 1979 program authority made a clear distinction between a recent former Governor General and more senior former Governors General: "this is particularly true in the first few years after they leave office", there was no distinction or differentiation in support provided between a recent or a senior former Governor General. The program authority however does not define the "transition period" in any way and makes the support program effective for the life of the former Governor General.

Both Australia and New Zealand provide support programs, though they differ as already indicated, both are for the life of the former Governor General. Australia has support programs that also extend to former Prime Ministers and former Parliamentarians. New Zealand's support program for former Governors General is more restrictive but extends to the life of the spouse.

Any discussion on the length of time for the support program does not in any way include the pension, insurance and health benefits that former Governors General receive until death or the death of their spouse

While interviews with key stakeholders argued both sides of whether the length of time for the support program should be for life or not, the majority tended to favour some further evaluation of the merits of stopping expense support payments after a defined number of years of leaving office.

Recommendation

Consideration should be given to evaluating the merits of having support payments end after a defined number of years of leaving office rather than the current for-life regime.

Conclusion

The program in support of former Governors General to undertake continuing activities and engagements that stem from them having held office is generally well administered and complies with the parameters of the original program authority as set out by Cabinet (Treasury Board) in 1979.

All expenses reviewed were in accordance with the allowable expenses as indicated in the authority and guideline documents. The review did not see any expense items that could be deemed unreasonable given the parameters of the authority and guideline documents.

The Office of the Secretary of the Governor General is to be commended in effectively and constructively managing the relationship with former Governors General and providing key framework documents such as the 2012 guideline that have enabled a compliant process. Former Governors General and their staff have also contributed effectively in supporting a constructive process in providing a full accounting of expenses in support of their ongoing activities

The major issues in this review stem from a forty-year-old program authority that has never been reviewed and has never been modified since its inception. While the program authority is an effective administrative document and has served well for over forty years, it has not been updated to reflect current public sector practices and public expectations concerning reporting and accountability

Significant yet simple adjustments should be considered to more clearly and effectively report to Canadians on the expenses and activities of our former Governors General. Examples of innovative reporting exist for the House of Commons, the sitting Governor General and The Queen, all pillars of our constitutional foundation seeking to connect effectively with Canadians. The new public reporting regime should be administered and published by the Office of the Secretary to the Governor General to ensure a consistency and efficiency in preparation and publishing.

Simmering, William

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: January 22, 2020 11:25 AM
To: Booth, Donald
Subject: RE: Update on GG Expense Policy

Media relations has asked us to provide a little more content. Are you comfortable with what I've added? I'd note that the last sentence doesn't commit to an announcement, simply that the information would become public.

- Following the Prime Minister's announcement, a review of the program providing financial support to former Governors General has been completed. While the review found that the program is generally well administered, it made recommendations to modernize the program, in particular to improve accountability. Work continues to determine how to effectively implement the review's recommendations with an eye to ensuring appropriate transparency and prudent spending of public funds. Any modification to the program's terms will be made public once implemented.

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: Thursday, January 16, 2020 4:55 PM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Subject: FW: Update on GG Expense Policy

Proposed:

Following the Prime Minister's announcement, a review of the program providing financial support to former Governors General has been completed.

Work continues to determine how to effectively implement the review's recommendations.

From: Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca>
Sent: Thursday, January 16, 2020 11:07 AM
To: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>; Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Cc: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Subject: FW: Update on GG Expense Policy

Hi Joel and Don,

Please see request below. PMO would like us to provide them with a proposed response. Are you able to provide one by COB tomorrow?

P-A

From: James Wood <jwood@taxpayer.com>
Sent: Thursday, January 16, 2020 10:20 AM
To: Media / Médias (PMO/CPM) <Media@pmo-cpm.gc.ca>
Subject: Update on GG Expense Policy

Hello!

I was hoping to get an update on any actions taken by the PMO/government in regards to the expense policies for ex-governor generals, as mentioned in these stories:

<https://www.cbc.ca/news/politics/review-past-gg-expenses-trudeau-1.4885815>

<https://nationalpost.com/news/politics/expense-program-for-former-governors-general-has-caused-concern-for-two-decades-trudeau-told-in-briefing-note>

Deadline on this would be next Wednesday, and I don't have any specific questions at the moment beyond seeking a general update. I understand from the Post story that the review should be done by now.

Any information that can be provided would be appreciated!

--

James Wood
Investigative Journalist, Canadian Taxpayers Federation
Suite 712, 170 Laurier Ave W, Ottawa
Office: 613-234-6554
Mobile: 306-830-5130

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: January 24, 2020 4:09 PM
To: Shank, Stephane; Girouard, Joel
Cc: Bujold, Pierre-Alain
Subject: RE: Update on GG Expense Policy

Hi. I understand the desire to say more but we haven't' briefed PM yet so I think it premature to discuss what is in the report or what our next steps might be. I would suggest going with the response, recognizing it will generate follow-ups. We are hoping to engage PMO on this next week.

Don

From: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Sent: Friday, January 24, 2020 4:06 PM
To: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>; Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Cc: Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca>
Subject: RE: Update on GG Expense Policy

Hi Joel,

Checking in to see if you have an update on this response?

From: Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Sent: Wednesday, January 22, 2020 9:29 AM
To: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>; Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Cc: Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca>
Subject: RE: Update on GG Expense Policy

Bonjour Steph,

Voilà:

- Following the Prime Minister's announcement, a review of the program providing financial support to former Governors General has been completed. Work continues to determine how to effectively implement the review's recommendations with an eye to ensuring appropriate transparency and prudent spending of public funds.

From: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Sent: Wednesday, January 22, 2020 9:27 AM
To: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>; Girouard, Joel <Joel.Girouard@pco-bcp.gc.ca>
Cc: Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca>
Subject: Re: Update on GG Expense Policy

Good day gentlemen!

Checking in on the status of the response to this request. Any chance we can wrap this up this morning?

Thanks!
Steph

Stéphane Shank
Privy Council Office / Bureau du Conseil privé
613-957-5407

On Jan 16, 2020, at 11:06 AM, Bujold, Pierre-Alain <Pierre-Alain.Bujold@pco-bcp.gc.ca> wrote:

Hi Joel and Don,
Please see request below. PMO would like us to provide them with a proposed response. Are you able to provide one by COB tomorrow?
P-A

From: James Wood <jwood@taxpayer.com>
Sent: Thursday, January 16, 2020 10:20 AM
To: Media / Médias (PMO/CPM) <Media@pmo-cpm.gc.ca>
Subject: Update on GG Expense Policy

Hello!

I was hoping to get an update on any actions taken by the PMO/government in regards to the expense policies for ex-governor generals, as mentioned in these stories:

<https://www.cbc.ca/news/politics/review-past-gg-expenses-trudeau-1.4885815>

<https://nationalpost.com/news/politics/expense-program-for-former-governors-general-has-caused-concern-for-two-decades-trudeau-told-in-briefing-note>

Deadline on this would be next Wednesday, and I don't have any specific questions at the moment beyond seeking a general update. I understand from the Post story that the review should be done by now.

Any information that can be provided would be appreciated!

--

James Wood
Investigative Journalist, Canadian Taxpayers Federation
Suite 712, 170 Laurier Ave W, Ottawa
Office: 613-234-6554
Mobile: 306-830-5130

s.19(1)

Simmering, William

From: McCowan, Ian <Ian.McCowan@pco-bcp.gc.ca>
Sent: June 25, 2020 5:17 PM
To: Sutherland, Allen; Booth, Donald
Cc: McAdam, Ryan; Vachon, Chantale
Subject: Statement by the Rt Hon. David Johnston - Former GG Expenses
Attachments: 2019-2020 FGG Report_David Johnston_2019-20_EN_v7.pdf; 2019-2020 fr_FGG Report_David Johnston_2019-20_EN_v7. doc.pdf

Please let me know if you have any comments on the attached.

From [REDACTED]
Sent: Thursday, June 25, 2020 5:08 PM
To: McCowan, Ian <Ian.McCowan@pco-bcp.gc.ca>
Cc: Vachon, Chantale <Chantale.Vachon@pco-bcp.gc.ca>
Subject: Statement by the Rt Hon. David Johnston - Former GG Expenses

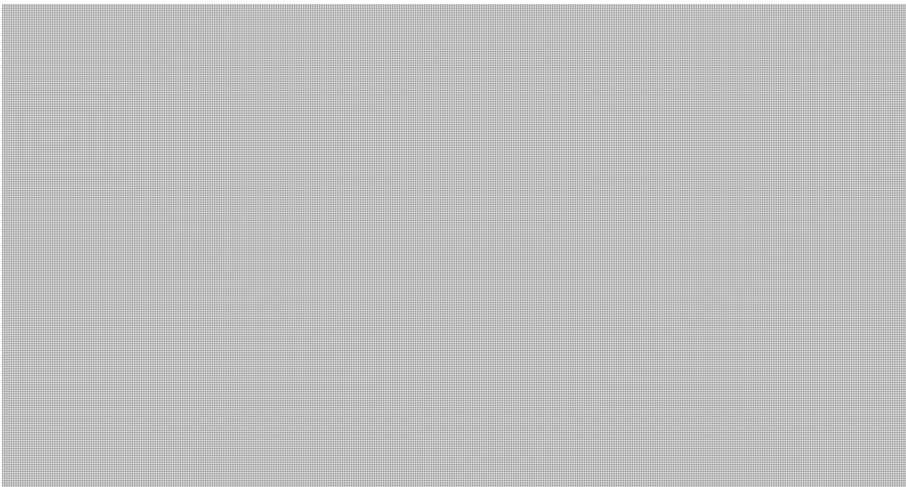
Hello Mr. McCowan,

The following message is being sent to you on behalf of the Right Honourable David Johnston:

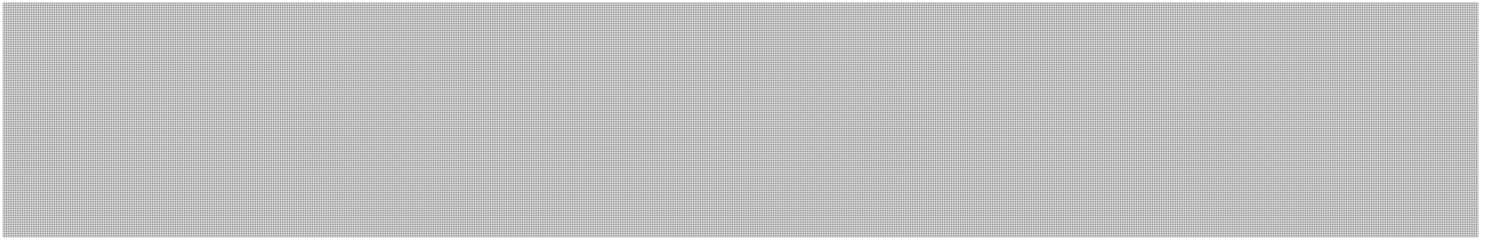
*"Ian,
I enclose a copy of my annual post Governor General expenses public report which is posted on our Rideau Hall Foundation (RHF) website. This is the third consecutive year for this report and it has been a non entity as far as public interest is concerned. We welcome any changes or improvements that you or your colleagues, interested in this matter, can suggest for us to incorporate for subsequent disclosures.*

Also of particular note, I have added this year a note on government for my services to the Leaders Debates Commission as a pro bono service. As you recall when we set up the budget it was not possible for any honorarium or payment to me to be directed automatically to the Rideau Hall foundation so, I followed the practice of simply donating those payments to the foundation so that from my personal revenue point from PCO, I am at zero. Just as an added note I think you are aware that Stephen Wallace served as senior advisor pro bono and of course was his usual power strength.

*Warmest regards
David"*



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Statement by the Right Honourable David Johnston

Former Governor General Expenses for The Right Honourable David Johnston Fiscal Year 2019-2020

Serving Canada as Governor General for seven years was an immense privilege for which Sharon and I will be forever grateful. I was deeply honoured to represent Her Majesty Queen Elizabeth II. Connecting with many thousands of Canadians from coast to coast to coast, as well as hundreds of communities and organizations, have provided truly extraordinary opportunities to understand the strengths and challenges for Canada and to work towards building a smarter more caring nation, the title of my installation address in 2010. It is a mission I have tried to continue post-mandate to the best of my abilities and in keeping with the vice-regal focus on connecting, honouring and inspiring Canadians.

One of my principal areas of activity has been to serve as volunteer chair of the Rideau Hall Foundation (RHF). Backed by passionate staff, an exceptional board from across the country and valued partnerships from the public and private sectors, the Foundation works to advance learning, innovation, leadership and giving. From enabling the annual awarding of the Arctic Inspiration Prize to more than 33 teams of Northerners, to the nearly 3,000 Queen Elizabeth scholars, to the Learning Partnership for Indigenous Youth, to three new major research papers on giving, the RHF mobilizes people and ideas for the benefit of Canada and the world. For more information on the RHF, including audited financial statements, please visit www.rhf-frh.ca.

None of the expenses set out below under the Former Governors General Administrative Support Program were incurred by or for the Rideau Hall Foundation.

The Former Governors General Administrative Support Program

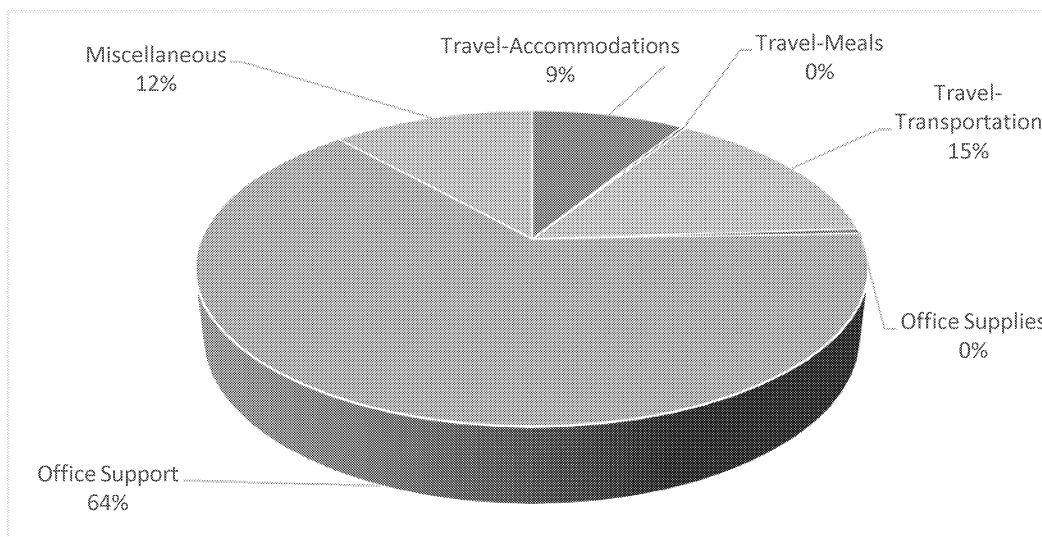
Starting with fiscal year 2017-18 (consistent with the Government's fiscal calendar), annual reports are prepared of my expenditures under this Program which began over four decades ago and is administered under a policy overseen by the Secretary to the Governor General.

OSGG Expense Claims

For the twelve months ending March 31, 2020

Summary of claims reimbursed by type:

Travel-Accommodations	3,012.37
Travel-Meals	85.22
Travel-Transportation	5,120.09
Office Supplies	166.37
Office Support	21,981.40
Miscellaneous	3,973.07
	<hr/>
	34,338.52
	<hr/>



Distribution of expenses by amount of claim

\$ value of claim	# of claims
\$0-\$50	12
\$51-\$100	3
\$101-\$200	2
\$201-\$500	-
\$501-\$1,000	6
\$1,001-\$5,000	6
over \$5,000	1
TOTAL	30

Activity highlights in addition to the Rideau Hall Foundation:

1. Organizations

As a patron and advisor to over 150 organizations while governor general, I continue to be involved with several dozen (without remuneration) such as the Trans Canada Trail, The Royal Canadian Geographical Society, Universities Canada, Indspire, Highway of Heroes, Historica Canada, Children's Aid Foundation of Canada, The Killam Awards, The Ottawa Riverkeepers and The Arctic Inspiration Prize selection committee.

2. Learning

Apart from the Rideau Hall Foundation management of the Queen Elizabeth's Scholars global mobility program, I chair the advisory council of the Government of Canada's outward mobility program to promote international mobility for Canadian students and serve as co-chair of the Horatio Alger Association of Canada advisory committee on student recruitment and mentoring, which provides scholarships and mentoring for youth from challenging backgrounds.

3. Publications

In 2016, we published the first book during my mandate- *The Idea of Canada: Letters to a Nation*, followed by the books on Innovation: *Ingenious* for adults, and *Innovation Nation* for children. A copy of these books is in most elementary schools and a majority of secondary school libraries across the country, and there are now over 1000 lesson plans for teachers to put legs on Canadian innovation stories from those books. In 2018 we published *Trust: Twenty Ways to Build a Better Country* which has sold over 50,000 copies. The royalties of all these books go directly to the Rideau Hall Foundation. Our current book projects include writing *Empathy: The Heart of a Nation*, the 6th edition of *Canadian Securities Regulation*, which I first published in 1976.

4. Military

I maintain a cherished connection with Canada's defense forces as the Colonel of the Royal Canadian Regiment, and Sharon has just completed her term as Honorary Captain (Navy) for Military Personnel Command.

5. Mental Health

Sharon led our initiative to promote mental health awareness and care while we were at Rideau Hall, and I continue to support her work in this important area. She delivers numerous speeches, interviews and written pieces. She has published two of the three historical fiction novels in her Bread and Roses trilogy: *Matrons and Madams*, published in 2015; *Patchwork Society*, published in 2020; and the third expected in 2022. All the royalties from these books go to a special fund in her name to support mental health research at the Royal Ottawa Hospital.

6. Public Presentations

There are typically four or five monthly speeches, media interviews, moderating or participating in panels or seminars, Op-Ed pieces or forwards to books on subjects such as public policy, trust,

innovation, inclusivity, and more recently, empathy.

7. Public Service

I served pro bono as Commissioner of the Leaders' Debates Commission for the 2019 federal election and we submitted our final report to parliament in March 2020.

It is a privilege to provide continued support to initiatives and activities that flow from my mandate as Canada's 28th Governor General. I have been grateful for the administrative assistance provided through the Former Governors General Administrative Support Program and pledge to be careful in its use and thorough in its public accounting.

Accountability and transparency in the expenditure of public funds are important elements in our public institutions and I will follow the practice of filing this report annually and answer any questions that are raised as completely as I can.

A handwritten signature in black ink, appearing to read "David Johnston", with a stylized, cursive script.

David Johnston

June 25, 2020

Déclaration du très honorable David Johnston

Frais du gouverneur général précédent : Budget et rapport d'activité pour l'exercice 2019-2020 du très honorable David Johnston

Sharon et moi serons éternellement reconnaissants de l'immense privilège qui m'a été offert de servir le Canada à titre de gouverneur général durant sept ans. J'ai été profondément honoré de représenter Sa Majesté la reine Elizabeth II. Mes rencontres avec des milliers de Canadiens et Canadiennes d'un océan à l'autre, ainsi qu'avec des centaines de collectivités et d'organismes, ont constitué autant d'occasions exceptionnelles de comprendre les forces et les enjeux de notre pays et de travailler à bâtir une nation plus intelligente et bienveillante, thème que j'abordais déjà dans mon discours d'entrée en fonction en 2010. Au terme de mon mandat, je me suis attaché à poursuivre cette mission au meilleur de mes compétences et à maintenir l'engagement vice-royal de rapprocher les Canadiens, de leur rendre hommage et de les inspirer.

Parmi mes principales activités, j'ai assuré bénévolement la présidence de la Fondation Rideau Hall (FRH). Soutenue par un personnel dévoué, un conseil d'administration remarquable et des partenaires précieux issus des secteurs public et privé, la Fondation contribue à promouvoir l'apprentissage, l'innovation, le leadership et le don. Par le biais de l'octroi annuel du Prix Inspiration Arctique à 33 équipes de résidents du Nord, des Bourses de la reine Elizabeth remises à ce jour à presque 3 000 universitaires, du Partenariat d'apprentissage pour l'éducation des Autochtones, de trois nouvelles études majeures sur le don et d'autres programmes, la FRH mobilise les gens et les idées dans l'intérêt du Canada et du monde entier. Pour plus d'information sur la FRH, notamment les états financiers vérifiés, consultez le site www.rhf-frh.ca.

Aucune des dépenses indiquées ci-après, lesquelles relèvent du Programme de soutien administratif des anciens gouverneurs généraux, n'a été engagée par ou pour la Fondation Rideau Hall.

Programme de soutien administratif aux anciens gouverneurs généraux

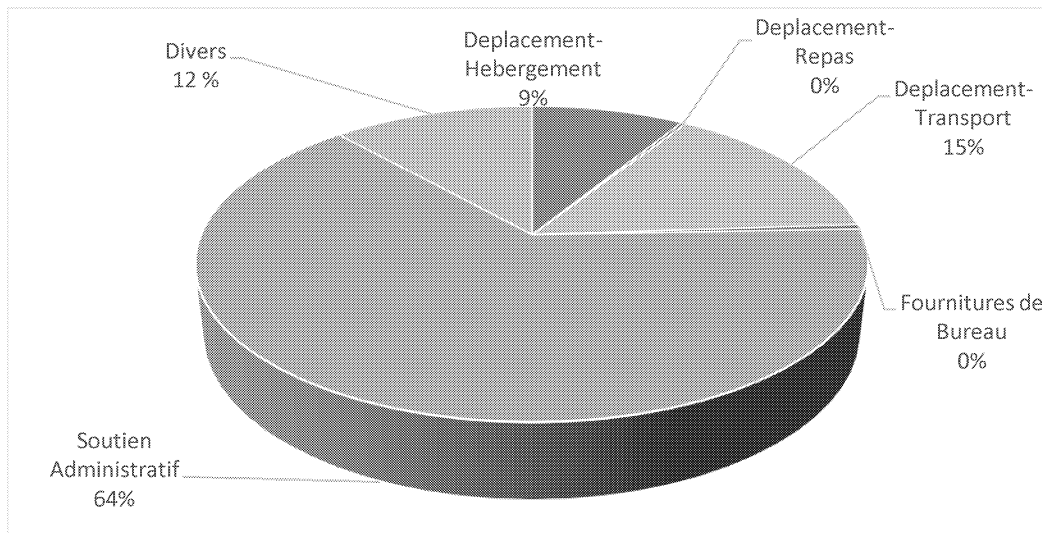
À compter de l'exercice 2017-2018 (suivant le calendrier fiscal du gouvernement), un rapport annuel de mes frais est déposé dans le cadre de ce programme, lancé il y a de cela quatre décennies et administré en vertu d'une politique supervisée par le secrétaire du gouverneur général.

Remboursement des dépenses Bureau du secrétaire du gouverneur général

Pour la période de 12 mois terminée le 31 mars 2020

Sommaire des demandes remboursées par type :

Déplacement – Hébergement	3012,37
Déplacement – Repas	85,22
Déplacement – Transport	5 120,09
Fournitures de bureau	166,37
Soutien administratif	21 981,40
Divers	3 973,07
	<hr/>
	34 338,52



Ventilation des dépenses selon le montant de la réclamation

Valeur monétaire de la réclamation	Nombre de réclamations
De 0 \$ à 50 \$	12
De 51 \$ à 100 \$	3
De 101 \$ à 200 \$	2
De 201 \$ à 500 \$	–
De 501 \$ à 1 000 \$	6
De 1 001 \$ à 5 000 \$	6
Plus de 5 000 \$	1

TOTAL	30
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Activités principales, autres que celles menées avec la Fondation Rideau Hall :

1. Organismes

Président d'honneur et conseiller de quelque 150 organismes durant mon mandat de gouverneur général, je continue à m'investir auprès d'une douzaine d'entre eux, sans rémunération, notamment le sentier Transcanadien, la Société géographique royale du Canada, Universités Canada, Indspire, l'Autoroute des héros, Historica Canada, Children's Aid Foundation of Canada, les Prix Killam, Garde-rivière des Outaouais et le comité de sélection du Prix Inspiration Arctique.

2. Apprentissage

En plus de la gestion, assurée par la Fondation Rideau Hall, du programme de Boursiers de la reine Elizabeth, j'assume la présidence du comité consultatif du programme de mobilité étudiante vers l'étranger du gouvernement du Canada afin de promouvoir la mobilité des étudiants canadiens. Je copréside aussi le comité consultatif sur le recrutement et le mentorat des étudiants de l'Association Horatio Alger du Canada, laquelle propose des bourses et des occasions de mentorat aux jeunes de tous horizons.

3. Publications

En 2016, nous avons publié le premier livre rédigé pendant mon mandat, *The Idea of Canada: Letters to a Nation*, suivi des livres sur l'innovation : *Ingénieux* et *Ingénieux Junior*. La majorité des écoles primaires et secondaires du pays ont reçu un exemplaire de ces deux ouvrages, et celles-ci peuvent dorénavant s'appuyer sur plus de 1 000 plans de cours créés pour aider les enseignants à donner corps aux récits d'innovations canadiennes présentées dans ces livres. En 2018, nous avons publié *Trust – Twenty Ways to Build a Better Country*, lequel s'est vendu à plus de 50 000 exemplaires. Les redevances de tous ces livres sont directement versées à la Fondation Rideau Hall. Nous planchons actuellement sur d'autres projets de livres, y compris *Empathy: The Heart of a Nation*, la 6^e édition de *Canadian Securities Regulation*, ouvrage initialement publié en 1975.

4. Militaire

Je conserve un lien privilégié avec la défense du Canada à titre de colonel du Royal Canadian Regiment, et Sharon a terminé son mandat à titre de capitaine d'honneur (marine) au sein du Commandement du personnel militaire.

5. Santé mentale

Lorsque nous étions à Rideau Hall, Sharon a dirigé notre initiative de sensibilisation à la santé mentale, et j'appuie toujours son travail dans ce domaine important. Elle prononce de nombreuses allocutions, participe à des entrevues et rédige des textes. Elle a publié deux des trois

romans de fiction à saveur historique de sa trilogie *Bread and Roses : Matrons and Madams*, en 2015, puis *Patchwork Society*, en 2020. La parution du troisième tome est prévue pour 2022. Les redevances de tous ces livres sont versées à un fonds spécial, établi à son nom et dont l'objectif est de soutenir la recherche en santé mentale effectuée au Royal Ottawa Hospital.

6. Présentations publiques

Je livre généralement quatre ou cinq discours mensuels, je participe à des entrevues avec les médias, j'anime ou je participe à des groupes d'experts ou à des séminaires, je rédige des textes d'opinion ou je commente des livres sur des sujets comme la politique publique, la confiance, l'innovation, l'inclusion et plus récemment, l'empathie.

7. Fonction publique

J'ai agi à titre de commissaire en chef de la Commission aux débats des chefs lors de l'élection fédérale de 2019. Nous avons soumis notre rapport final au Parlement en mars 2020.

Je considère comme un privilège de pouvoir continuer à soutenir des programmes et activités dérivés de mon mandat de 28^e gouverneur général du Canada. Je suis reconnaissant de l'assistance administrative qui m'a été apportée dans le cadre du Programme aux anciens gouverneurs généraux, et je m'engage à y recourir avec discernement et à rendre des comptes de manière rigoureuse.

La reddition de compte et la transparence dans l'utilisation des fonds publics constituent des volets fondamentaux de nos institutions publiques. Je me conformerai à ces pratiques en établissant tous les ans ce rapport et en fournissant les réponses les plus complètes possible aux questions qui pourraient être soulevées.

A handwritten signature in black ink, appearing to read 'David Johnston'.

David Johnston

Le 25 juin 2020

Simmering, William

From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>
Sent: August 6, 2020 10:56 AM
To: Martin, Alicia
Cc: Saikaly, Jessica; Forza, Francesca
Subject: Re: Note on Former Governor General expenses

So never went down to Clerks Office?

Sent from my iPhone

> On Aug 6, 2020, at 10:52 AM, Martin, Alicia <Alicia.Martin@pco-bcp.gc.ca> wrote:

>

> Hello,

>

> This is something Ryan had Jess look into and we were able to figure out we did a note "pre-covid" back in February
> 2020-MOG-00005 titled Modernizing Financial Support for Former Governors General

>

> It has been on hold since March

>

> Thank you

>

> -----Original Message-----

> From: Booth, Donald <Donald.Booth@pco-bcp.gc.ca>

> Sent: Thursday, August 6, 2020 10:50 AM

> To: Saikaly, Jessica <Jessica.Saikaly@pco-bcp.gc.ca>; Forza, Francesca <Francesca.Forza@pco-bcp.gc.ca>; Martin, Alicia
<Alicia.Martin@pco-bcp.gc.ca>

> Subject: Note on Former Governor General expenses

>

> Hi. Could someone please check and see what the status is of a note we wrote last year on Former Governor General
expenses? I think it is with the Clerk but cannot be sure. Thanks.

>

> Sent from my iPhone