



TOWARD A SMARTER, MORE CARING CANADA

Highlights from the Mandate of
The Right Honourable David Johnston
28th Governor General of Canada



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FOREWORD BY DAVID JOHNSTON

When I began my mandate as governor general, I called on all Canadians to join me in building a smarter, more caring nation. Many individuals and organizations answered the call, and if my wife, Sharon, and I have achievements to speak of from our time at Rideau Hall and the Citadelle of Québec it is because of those who helped along the way. They are far too numerous to name individually, but together they make up an extraordinary network of talented, compassionate and dedicated Canadians who worked in partnership with the Office of the Secretary to the Governor General. Whether they contributed as individual private citizens or through the communities, organizations and institutions they represented, the Canadians who worked with us during the past seven years are the unsung heroes of this mandate. Their legacy is featured in the pages of this report and felt daily in communities large and small, right across this vast, diverse country.

It has been an immense privilege to serve as Canada's 28th governor general. Institutions matter, and in Canada, no institution matters more to the proper functioning of our democracy than Parliament— itself comprised of the House of Commons, the Senate, and Her Majesty Queen Elizabeth II, who personally embodies the Canadian Crown. Serving as The Queen's representative in Canada

presented unparalleled opportunities to give back to this country, which is, though not perfect, in many ways the envy of the world. Canada is a constantly evolving work-in-progress, one based upon the notion that diverse people can live and work together to build an ever-more inclusive, fair and just society. It is my hope that in our efforts to connect, honour and inspire Canadians here at home and around the world, Sharon and I have helped to build a smarter, more caring country for all.



The Governor General addressed many young people and leaders across the country in his seven-year mandate dedicated to inspiring Canadians to build a smarter and more caring nation.



As featured on his coat of arms, His Excellency's motto – To envisage a better world – served as a guiding principle of his time in office.



FOREWORD BY SHARON JOHNSTON

The office of governor general can be a powerful force for change in our society, and over the past seven years David and I have worked on behalf of some very worthy causes. Whether serving as an honorary witness to the Truth and Reconciliation Commission, being named an honorary navy captain for Military Personnel Command, or promoting the importance of mental health and reducing stigma toward those with mental illness, it has been a special privilege to be able to give back to this country. The events we have hosted have helped to raise awareness and promote mental health by connecting Canadians and people from around the world. In communities large and small across Canada and internationally, I have worked with and learned from many talented, caring people, to whom I will always be grateful.

It has been a remarkable journey! Having had the good fortune to witness first-hand the great advances in mental health awareness and care, let me close by calling upon Canadians to take care of their mental health and that of their peers and loved ones. It is important that everyone find out what mental health resources exist in their communities, talk about the issue of mental health with others and, finally, ask for help if needed.

Serving Canada in this position has provided me with a platform to learn more about this important issue and has given me the opportunity to connect people who are doing great work across the country. I look forward to continuing to serve as an advocate for mental health awareness and support in the years to come.



In 2016, in recognition of her work with military families and in support of mental health, Her Excellency was named honorary captain (Navy) for Military Personnel Command of the Canadian Armed Forces.



TOWARD A SMARTER, MORE CARING CANADA

When David Johnston became Canada's 28th governor general on October 1, 2010, he shared his vision of Canada for the future: "We are a smart and caring nation. A nation where all Canadians can grow their talents to the maximum. A nation where all Canadians can succeed and contribute," he said in his installation address, before acknowledging: "There is much work to be done to fully achieve our vision."



Through his visits across the country, the Governor General helped to tell the story of Canada and paid tribute to those who bravely serve.

Smart and caring. Much work to be done. These were the guiding principles of a seven-year viceregal mandate—the third longest in Canadian history—that would be characterized by inclusiveness, dedication, energy and ambition in quest of a smarter, more caring Canada and a better world.

The mandate focused on three core pillars: reinforcing learning and innovation; encouraging philanthropy and volunteerism; and supporting families and children.



During their mandate, Their Excellencies supported Canadians and shed light on their courage, discoveries and triumphs.



Mr. and Mrs. Johnston visited northern communities on many occasions during their years in office, which helped to bring Canadians together by raising awareness of different realities across Canada.

Mr. Johnston fulfilled the five fundamental responsibilities of the office: representing the Crown in Canada; serving as commander-in-chief of Canada; representing Canada at home and abroad; encouraging excellence and achievement; and bringing Canadians together.

In all spheres, he aspired not only to live up to his motto, *CONTEMPLARE MELIORA*—To envisage a better world—but also sought to leverage the office of governor general to help actively build that world.

The numbers tell part of the story: more than 600 events hosted at the official residences of Rideau Hall and the Citadelle of Québec; 56 missions abroad; more than 1 400 speeches delivered; tens of thousands of honours, medals and awards presented in recognition of outstanding achievements; two books published on Canada and Canadian innovation (*The Idea of Canada* and *Ingenious*, respectively); and the creation of the Rideau Hall Foundation.



A great lover of hockey, the Governor General encouraged Canadian athleticism and advocated safety and fair play in sport.

However, numbers fail to capture the essence of a mandate dedicated to inspiring a smarter, more caring Canada and to strengthening the office of governor general within Canada's constitutional monarchy.



REPRESENTING THE CROWN IN CANADA



The Governor General celebrated many significant milestones with members of the Royal Family, notably Her Majesty The Queen's Diamond and Sapphire jubilees.



The Governor General served as the representative of Her Majesty The Queen and hosted many members of the Royal Family during their visits to Canada.

Canada is a constitutional monarchy, where the duties of head of State and head of Government are distinct. Canada's Parliament consists of three parts: the Queen; the Senate; and the House of Commons.

As The Queen's representative in Canada, Mr. Johnston performed the Crown's duties essential to the functioning of Canada's government: summoning and dissolving Parliament, granting Royal Assent to bills passed by parliamentarians, and hosting and presiding over swearing-in ceremonies of prime ministers and cabinet members at Rideau Hall.

Non-partisan and dedicated to public service, Mr. Johnston delivered three Speeches from the Throne under two different prime ministers. He also worked to develop and codify best practices in the exercise of the viceregal prerogative by strengthening the office's links with a number of Canada's leading constitutional experts and by compiling constitutional precedents. His focus also included developing professional relationships with lieutenant governors and territorial commissioners as fellow members of the viceregal family, as well as the prime minister, the chief justice of the Supreme Court and the members of the Royal Family.

43 TIMES ROYAL ASSENT WAS GRANTED

10 AUDIENCES, MEETINGS AND EVENTS WITH HER MAJESTY THE QUEEN

6 ROYAL TOURS HOSTED IN CANADA

3 SPEECHES FROM THE THRONE

2 PRIME MINISTERS SWORN IN

"Evolving peacefully, our constitutional monarchy allows us to blend tradition with modern circumstances in an effort to ensure justice, fairness and equality of opportunity. The result is a system of government that, while far from perfect, is admired around the world for its ability to forge consensus and stability."

Governor General David Johnston

Foreword: Canada and the Crown – Essays on Constitutional Monarchy

June 22, 2013



SERVING AS COMMANDER-IN-CHIEF

One of a governor general's most meaningful duties is serving as commander-in-chief of Canada, a responsibility comprising both official and symbolic functions.

Throughout their time in office, Mr. and Mrs. Johnston highlighted the dedication to duty, honour and service that characterizes so many members of the Canadian Armed Forces, and their families and loved ones.

In attending some 330 military events and activities in theatre and on base in Canada and abroad, Their Excellencies developed a strong appreciation for and connection to Canada's women and men in uniform—Mrs. Johnston was even named an honorary naval captain during the mandate.

Mr. Johnston invested hundreds of distinguished and dedicated service members into the Order of Military Merit and presented decorations and medals to many more. Acts of remembrance in Canada and abroad, including the rededication of the National War Memorial, the 100th anniversary of the Battle of Vimy Ridge and the 70th anniversary of D-Day, were also among his official activities. Throughout their time in office, Mr. and Mrs. Johnston helped the Canadian Armed Forces shine a light on important issues facing soldiers and their families, notably those related to mental health.

The Governor General also worked in concert with the Chief of the Defence Staff and the Judge Advocate General to fulfill to the greatest extent the commander-in-chief role.



As commander-in-chief of Canada, the Governor General witnessed first-hand the dedication and professionalism of Canadian Armed Forces members serving at home and abroad.

330 MILITARY EVENTS AND ACTIVITIES

12 VISITS TO CANADIAN ARMED FORCES BASES

79 NEW BADGES APPROVED FOR CANADIAN ARMED FORCES UNITS

7 VISITS TO CANADIAN TROOPS ABROAD

2 CHANGE OF COMMAND CEREMONIES FOR CHIEFS OF THE DEFENCE STAFF

"Without freedom, there can be no peace. Because freedom without peace is agony, and peace without freedom is slavery."

Governor General David Johnston

100th Anniversary of the Battle of Vimy Ridge Ceremony

April 9, 2017

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REPRESENTING CANADA AT HOME AND ABROAD

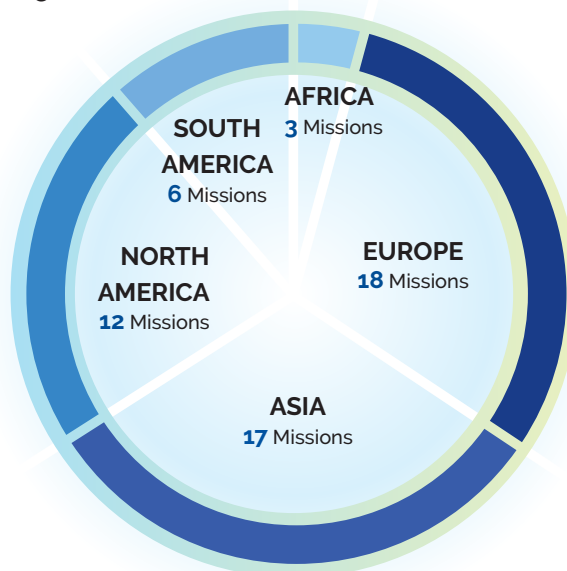
Even in an age of instant, global communications, there is no substitute for face-to-face meetings with Canada's partners around the world.

Both at home and abroad, Mr. Johnston represented Canada at the international level through the practice of diplomacy. At the request of the prime minister, he led delegations of distinguished Canadians on 56 missions to 35 countries in the Americas, the Caribbean, Europe, the Middle East, Asia and Africa—a record that makes Mr. Johnston the most-travelled governor general in Canadian history. These visits helped the country strengthen its relationships with its global partners in spheres including innovation, education, business, trade, culture and sport, while raising Canada's profile at major commemorations and world events such as the Olympic Games, the 100th anniversary of the Battle of Vimy Ridge and the Queen's Diamond Jubilee celebrations.

At home, Mr. Johnston reinforced Canada's reputation as a warm, welcoming country by hosting a total of 62 dignitaries on State, Royal and working visits to Canada. Another priority was the welcoming of 276 foreign heads of mission to Canada during 64 letters of credence presentation ceremonies.

VISITS ABROAD

56 missions



276 LETTERS OF CREDENCE PRESENTED BY FOREIGN HEADS OF MISSION

62 VISITS TO CANADA BY FOREIGN DIGNITARIES

17 TREES PLANTED AT RIDEAU HALL BY FOREIGN HEADS OF STATE AND MEMBERS OF THE ROYAL FAMILY



At the request of the prime minister, His Excellency conducted diplomatic visits abroad to strengthen Canada's relationships with many countries and partners around the world.

"At its best, diplomacy brings people together. It bridges differences. It builds on the strengths of all involved. That's the kind of diplomacy Canada seeks to engage in. Call it diplomacy for a smarter, more caring world."

Governor General David Johnston

Presentation of Letters of Credence

October 27, 2015



ENCOURAGING EXCELLENCE

Honours and awards are a means of thanking and congratulating Canadians for their extraordinary achievements and contributions, of inspiring others to follow in their footsteps, and of highlighting and reinforcing our values and priorities as a country.

Through the presentation of medals, awards and decorations for everything from bravery to scientific achievement to artistic excellence, Mr. and Mrs. Johnston continually celebrated Canada's best and brightest.

With the support of the Chancellery of Honours, His Excellency helped deliver the biggest renewal of the Canadian Honours System in 50 years, which included rebranding and reintroducing such honours as the Sovereign's Medal for Volunteers and the Meritorious Service Decorations (Civil Division).

Mr. Johnston also invested more than 1 000 deserving individuals into the Order of Canada and strengthened its members' ability to collaborate for the common good. He helped to broaden the reach and impact of Canada's merit-based, apolitical honours system by presiding over honours ceremonies in communities across Canada. He also introduced the Governor General's Innovation Awards to celebrate and inspire the nation's innovators and to help foster a culture of innovation in Canada.

3 NEW HONOURS AND AWARDS CREATED
SOVEREIGN'S MEDAL FOR VOLUNTEERS
GOVERNOR GENERAL'S INNOVATION AWARDS
POLAR MEDAL

30+ HONOURS CEREMONIES HELD
 ACROSS CANADA

103 HONOURS CEREMONIES HELD
 AT THE OFFICIAL RESIDENCES

1 083 MEMBERS INVESTED INTO
 THE ORDER OF CANADA

17 262 GOVERNOR GENERAL'S
 ACADEMIC AWARDS PRESENTED



The Governor General celebrated indigenous leadership and highlighted the excellence, courage and exceptional dedication to service of many Canadians.

"So, when we say that we desire a better country, what we really mean is that we desire a Canada in which every individual is able to lead a meaningful, dignified and secure life to the greatest extent possible. Thanks in part to the efforts of those whom we invest into the Order of Canada today, we are closer to living in that country."

Governor General David Johnston
Order of Canada Investiture Ceremony

November 17, 2016



BRINGING CANADIANS TOGETHER

In a country as vast and diverse as Canada, perhaps a governor general's single greatest challenge is connecting Canadians to each other, to their many cultures and backgrounds, and to all we have in common, in both good times and bad. Governors general strive to give voice to and embody something of the spirit of Canada. By calling upon Canadians to build a smarter, more caring country, Mr. Johnston helped to tell the story of Canada while working to enhance and magnify its better nature.

In visiting more than 130 diverse communities in every province and territory, and by welcoming more than 1.5 million visitors to the official residences of Rideau Hall and the Citadelle of Québec, Their Excellencies fostered a sense of national belonging and common cause in a non-partisan, inclusive setting. Leveraging the convening power of the office, they brought Canadians together from coast to coast to coast to discuss important issues including those of mental health, philanthropy and volunteerism, refugee resettlement, concussions and innovation.

Mr. and Mrs. Johnston worked to bring Indigenous and non-Indigenous Canadians together through a number of special events and ceremonies and by meeting with leaders and representatives of Indigenous communities.

Mr. Johnston also supported the next generation through the Governor General's Canadian Leadership Conference.

11 LIVE SESSIONS ON FACEBOOK, TWITTER AND ONLINE PLATFORMS

311 VIDEO MESSAGES RECORDED

1 400 SPEECHES DELIVERED

10 000+ TWEETS

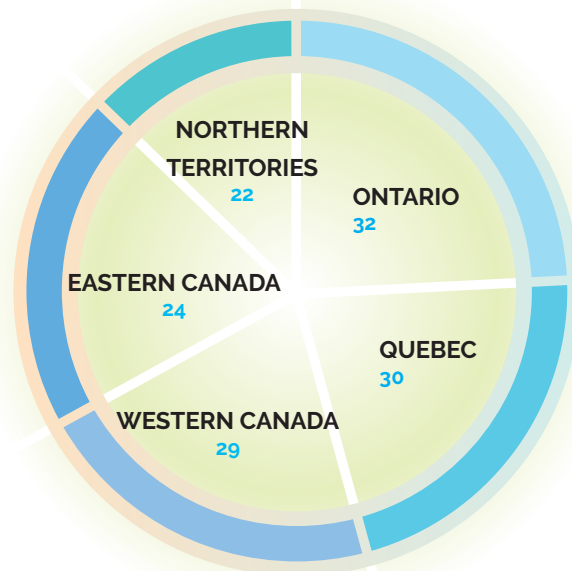
11 000+ FACEBOOK FOLLOWERS

46 000+ TWITTER FOLLOWERS



Their Excellencies hosted thousands of visitors during public events at Rideau Hall and the Citadelle of Québec, the official residences of the governor general.

137 CANADIAN COMMUNITIES VISITED



"Canadian society is at its best when it mirrors its geography: broad, expansive, inclusive."

Governor General David Johnston

Converge 2017 – The Possibility of Canada: A Call to Action

February 7, 2017



"If change is the new constant, innovation is the new imperative." Mr. Johnston's words reflect his belief in the importance of innovation in an interconnected, globalized and rapidly changing world. Harnessing the prestige and convening power of the office to the goal of strengthening Canada's innovation culture, Mr. Johnston established the Governor General's Innovation Awards. The awards shine a spotlight on some of Canada's leading social and technological innovators and their exceptional, transformative impacts. Similar thinking lay behind the publication of *Ingenious*, a book Mr. Johnston co-authored with Tom Jenkins to draw attention to important examples of Canadian innovation over time. Putting words and ideas into practice, Mr. Johnston also sought to apply the concept of innovation to the institution of governor general itself, incorporating the Rideau Hall Foundation as a means of amplifying and extending the office's work and providing a new foundation model for succeeding governors general.

12 GOVERNOR GENERAL'S INNOVATION AWARDS PRESENTED

297 INNOVATIONS FEATURED IN *INGENIOUS*

811 QUEEN ELIZABETH SCHOLARS

A lifelong student and educator, His Excellency also placed a strong emphasis on learning throughout his mandate. Activities included helping to establish the Queen Elizabeth Scholars with the support of the Rideau Hall Foundation, Community Foundations of Canada and Universities Canada. By mandate's end, the program had provided more than 1 000 scholarships to deserving Canadian and international students. Also on the global stage, Mr. Johnston promoted Canadian excellence in learning in concert with research and academic leaders in a bid to ensure international recognition for Canada's top scholars

and scientists. Added to the hundreds of speeches delivered, articles written and events attended in Canada and around the world, these activities underscore Mr. Johnston's legacy as a champion and true friend of Canadian learning and innovation.



The Governor General strengthened Canada's culture of innovation by celebrating the ingenious and meaningful ways Canadians, past and present, have impacted our quality of life.

"We dream of a country that celebrates those who reject complacency, opting instead to put their creativity and skills to use in addressing the important challenges of our time."

Governor General David Johnston
*Governor General's Innovation Awards
 Inaugural Presentation*

May 19, 2016

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PHILANTHROPY AND VOLUNTEERISM

Believing giving to be a core value of a healthy society, Mr. and Mrs. Johnston made encouraging philanthropy and volunteerism in Canada another of the pillars of their time in office. "By offering our time, talent and resources, we can all play a role in bridging the gap that undermines hope in our society," Mr. Johnston said. To help bridge that gap, he developed a number of partnerships between the office and civil society, including with the Community Foundations of Canada, which established Smart and Caring Funds in communities across the country to strengthen local capacity to improve lives and support people in need.



The Governor General sought to renew and deepen Canada's commitment to caring by celebrating generosity and developing new approaches to philanthropy and volunteerism.

Mr. Johnston also took part in live Facebook and Twitter sessions on volunteerism and, with the help of the Rideau Hall Foundation, pioneered My Giving Moment, a social media campaign aimed at celebrating and encouraging individual acts of giving across Canada. He also heightened the profile of the Caring Canadian Award—reintroduced as the Sovereign's Medal for Volunteers, an official Canadian honour—and presented the medal to unsung volunteers at ceremonies across Canada, including to young people at WE Day. Also, as a long-time champion of the concept of neighbours helping neighbours, Mr. Johnston took part in a number of builds with Habitat For Humanity.

5 YOUTH ROUND TABLES ON PHILANTHROPY AND VOLUNTEERISM

2 350 SOVEREIGN'S MEDALS FOR VOLUNTEERS PRESENTED

100 000+ CANADIANS INTERACTED WITH MY GIVING MOMENT CAMPAIGN

"We are a country that cares and, as Canadians, it's in our DNA to give. We have built communities based on neighbour helping neighbour. Big or small, every gesture counts, because when we help in any way, we are lifting someone else's spirit."

Governor General David Johnston
Launch of My Giving Moment Campaign
 November 4, 2013



FAMILIES AND CHILDREN

As the parents of five daughters and grandparents of fourteen grandchildren, Mr. and Mrs. Johnston focused on families and children as the third pillar of their mandate. "Whatever the nature of one's family, kin or community, we all benefit from the love and support of those who are dearest to us," Mr. Johnston said. "These relationships are at the core of our lives, and the well-being of families and children is essential to that of our society."

The importance of mental health in particular was top of mind for Mrs. Johnston throughout her time in office. A strong champion of mental health awareness and of reducing stigma associated with mental illness, Mrs. Johnston met with and provided support to many during visits across the country, while learning from and connecting with organizations and individuals to highlight and encourage best practices. She also hosted several unique events at Rideau Hall that examined the intersection of mental illness and creativity and the ways in which the arts can improve mental health. Mrs. Johnston gave particular attention to the unique challenges faced by military families and marginalized populations across Canada.

Both Mr. and Mrs. Johnston provided emotional support and encouragement to Canadians facing difficult times in communities struck by tragedy including Lac Mégantic, High River, Fort McMurray, Slave Lake, Moncton and L'Isle-Verte.



Mrs. Johnston visited many organizations that support individuals with disabilities or mental illness.

150 MENTAL HEALTH ORGANIZATIONS VISITED

9 MENTAL HEALTH EVENTS HOSTED AT RIDEAU HALL

6 MILITARY FAMILY RESOURCE CENTRES VISITED

1 MENTAL HEALTH AWARD NAMED AFTER HER EXCELLENCY SHARON JOHNSTON



Mrs. Johnston took a particular interest in the mental health of young Canadians and visited many schools and organizations to learn about various well-being initiatives.

"I have asked that every Canadian get to know someone with a mental health problem. They may find this person in their sports club, book or bridge club, place of faith or work. They are you and me, with a mask on. Let them take it off and you will discover someone worth knowing."

Her Excellency Sharon Johnston

Address at Masquerade for Mental Health

September 9, 2017

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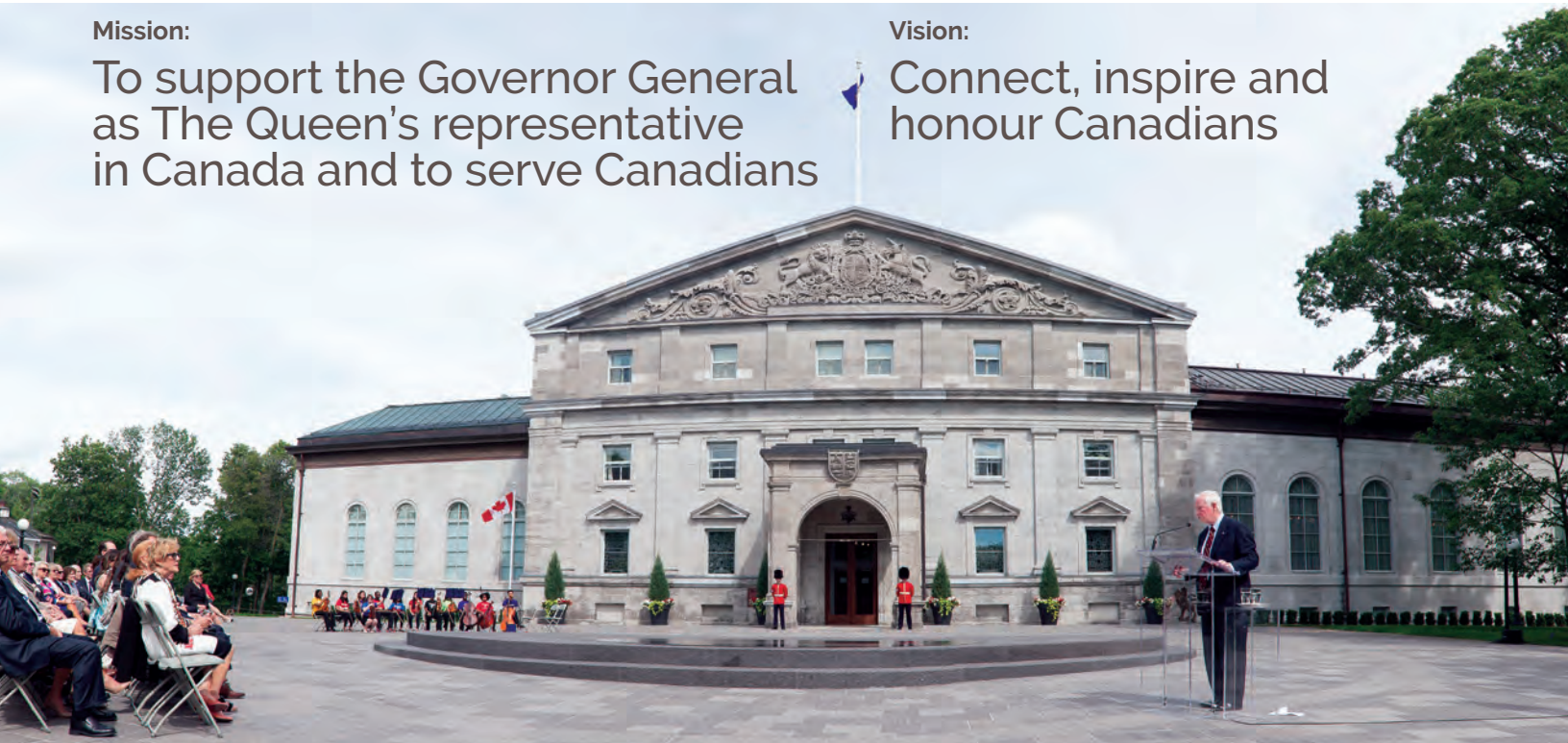
THE OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

Mission:

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

Vision:

Connect, inspire and honour Canadians



History
Happens Here

OVER **1.5 MILLION VISITORS**

WELCOMED AT BOTH OFFICIAL RESIDENCES