

ANNUAL REPORT
2020
2021
RAPPORT ANNUEL

The Pierre Elliott Trudeau Foundation
Annual Report 2020-2021

ISSN 1918-2406

Legal deposit – Libraries and Archives Canada, 2021

Legal deposit – Bibliothèque et archives nationales du Québec, 2021

Charitable registration number: 895438919RR0001

The Foundation's offices are located on the traditional territory of the Kanien'kehá:ka (Mohawk), a place which has long served as a site of meeting and exchange among various nations.

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01.	The Foundation.....	01
02.	Messages from the Chair of Members and Chair of the Board of Directors.....	03
03.	Message from the President and CEO.....	07
04.	Strategic Plan.....	11
05.	Overview of our Programs.....	15
06.	Public Interactions.....	19
07.	COVID-19 Impact.....	23
08.	An Engaged Community.....	24
09.	Community Spotlights.....	33
10.	Scholarships.....	40
11.	Fellowships.....	43
12.	Mentorships.....	44
13.	Looking Ahead.....	45
14.	Our Partners.....	48
15.	Governance.....	49
16.	Financial Statements.....	51





Members of the 2021 cohort in Quebec City, QC.

THE FOUNDATION 01 FONDATION



The team at the offices of the Foundation in Montreal. From left to right, Caroline Lin, Helene Dragatsi, Pascale Fournier, Marie-Andrée Pigeon-Turenne, Jade Sionnière, Margaux Watine, Elizabeth Rivera, Randa Sabbagh and Mckim Jean-Pierre.

The Pierre Elliott Trudeau Foundation is an independent and non-partisan charity established in 2001 as a living memorial to the former Prime Minister of Canada. In 2002, with the support of the House of Commons, the Government of Canada endowed the Foundation with the Advanced Research in the Humanities and Human Sciences Fund. The Foundation also benefits from private donations.



By granting doctoral scholarships to outstanding Scholars, appointing Fellows, and recruiting Mentors, and by holding events focused on the dissemination of knowledge, the Foundation encourages critical reflection and action in four areas important to Canadians: Human Rights and Dignity, Responsible Citizenship, Canada and the World, and People and their Natural Environment.

Our Mission

We empower scholars to have meaningful impact in the world

From the beginning, the Foundation has recognized and valued academic excellence and leadership across industries. The Foundation supports Scholars who are committed to translating ideas into action for the betterment of their communities, Canada, and the world – a quality that lies at the heart of the Foundation’s leadership development program.

By the numbers

Since its inception, the Foundation has served to support academic excellence and leadership:

282 SCHOLARS

Supporting some of the brightest minds in Canada and around the world

82 FELLOWS

Promoting the research and creativity of Canada’s top intellectuals and academics

159 MENTORS

Connecting eminent Canadians with our Scholars



MESSAGES
02
MESSAGES



JOHN ENGLISH, O.C., Ph.D.
CHAIR OF THE MEMBERS



EDWARD JOHNSON, O.C.
CHAIR OF THE BOARD OF DIRECTORS

We are very proud of our achievements and our work to fulfil the Foundation's mission

The world is changing, evolving and transforming at breakneck speed. Everywhere, societies are struggling with questions, issues and challenges that are growing increasingly complex. The pandemic continues to linger on and to shape our leaders' decision-making. Wars, conflicts and natural disasters are spreading and multiplying. Some countries and communities want to open up to the world, while others are becoming wary of others, closing themselves off from the outside world to protect themselves from the enemy, sometimes invisible but sometimes very real indeed.

These major upheavals, inequalities and human rights and environmental issues lie at the heart of the conversations we must continue to have. Even more importantly, they will be central to the concerns of tomorrow's leaders. It is clear that if we are to find creative and innovative solutions to these challenges, the Foundation's Four Themes—Human Rights and Dignity, Responsible Citizenship, Canada and the World, and People and their Natural Environment—are just as relevant today as they were 20 years ago, if not more so.

In addition to all this, there is the protection of academic freedom, so dear to us and so fundamental to democratic societies. Pierre Elliott Trudeau was certainly one of its most fervent defenders. *Brave Spaces* are created to welcome, as part of the leadership curriculum on engaged leadership,

all subjects, without taboos, but with courage and respect, a plurality of perspectives and points of view, are all to the credit of the Foundation.

This year has been particularly fruitful. We can take pride in the Foundation's accomplishments, whether it is our programs, the quality of our interventions or the agility of our teams. As Chair of the Members, I wish to congratulate the Board of Directors on its exemplary rigour, transparency and professionalism. The Members join me in expressing special gratitude to the outgoing Chair of the Board of Directors, Patrick Pichette, for his devoted service over 18 years and at the Foundation's helm for over two years, and in wishing a warm welcome and great success to the new Chair, founding Member Edward Johnson. I am sure that he can count on all Members for their support.

Society needs leaders who are engaged in their communities. More than ever, we believe that the Pierre Elliott Trudeau Foundation's doctoral scholarship program can equip bold intellectuals with the tools they need by providing unique opportunities to enrich their university research and join an entire community of academics, researchers, Fellows and Mentors, all of whom are keen to support doctoral candidates by sharing their knowledge and expertise so that they too can have a meaningful impact on their organizations and communities.

The world has changed, and the Foundation along with it. The leadership program has been enhanced and enriched, and its quality never ceases to surprise and delight new cohorts. It is reassuring to see an ever-growing number of community members getting involved in its activities, programs and committees and playing an active role in Foundation life, offering support, input and mentoring to their peers.



That is what the Members of the Foundation want most of all. To see the community grow and develop, to see more and more conclusive results and concrete actions in society, to imagine future generations benefiting from its actions and to profit from the changes in their daily lives: that is what really counts.

Discover, inspire, change. Underpinning program development and our philosophy of experiential learning, these three words continue to inspire and guide us, allowing us to envision the Foundation's future with optimism and enthusiasm.

John English, O.C., Ph.D.
Chair of the Members



2021 cohort in Quebec City, QC.

A successful year of consolidating our programs and Strategic Plan

As we prepare to mark its 20th anniversary, it is clear that the Pierre Elliott Trudeau Foundation has come a long way. Like any vibrant institution, it has had the wisdom to question and rethink existing programs and practices and to continue to grow and evolve. The Foundation's management team has done a remarkable job executing the ambitious Strategic Plan adopted last year, focusing on engaged leadership. The Foundation was created to support tomorrow's leaders of Canada and the world as they strive to build a better future and a more just society. Twenty years later, as the need for intellectually strong leadership grows even more apparent, this founding idea remains a fundamental driver behind the Foundation's work.

A revised process for selecting Scholars, under the exceptional guidance of our Application and Nomination Review Committee, has resulted in a rich and diverse cohort of Ph.D. candidates representing a broad range of perspectives and fields of research and expertise. This year's interdisciplinary cohort of Scholars, Fellows and Mentors speaks volumes about Canada's potential.

The Foundation holds that academic freedom, intellectual freedom and freedom of speech must be protected and encouraged. We also believe that if the Scholars we support today are to have a real impact on Canadian and global society, it will be important that they go outside the halls of academia and democratize access to knowledge for the good of all. So it is all the more important that we have the courage of our convictions and seek to advance those essential freedoms.

The primary challenges society will face this century will be social and economic. As was foreseen at the time of the Foundation's creation, supporting imaginative research in these fields will be essential. If our Scholars are to confront these challenges, the Foundation must work to instill creativity, profound curiosity, empathy, an interest in working across

disciplines and a sense of service to enrich the university experience of those who will be called on to turn their ideas into actions.

The program we have created to develop the 2021 cohort's leadership skills will draw on the interdisciplinary themes of *Language, Culture & Identity*. As they work on this program, the Scholars will be ably assisted by carefully chosen Fellows and Mentors. They all came together recently for a three-day meeting, where participants shared in a unique experience and profited from the opportunity for broad ranging discussion. These discussions operated with the context of the Foundation's *Brave Spaces* approach, where dialogue must be respectful and open to all cultures, ideologies, and points of view. This approach is one of the fundamental tenets of our leadership program.

I wish to express my thanks to my predecessor as Chair of the Board, Patrick Pichette, for his deep commitment to the Foundation. He led us with energy and vision through an extraordinarily challenging period, having extended his term, at our request, past his planned date of retirement. I would also like to thank Kim Brooks and Megan Leslie who left the Board during the year, having given wise counsel for many years.

I want to thank my fellow Directors for their support since my appointment in March 2021, and on behalf of the Board of Directors, I would like to thank our committee members for their generosity, advice, and exceptional work, despite the challenging conditions that the pandemic continued to impose on us this year. Finally, I also wish to congratulate President and CEO Pascale Fournier and reiterate the Board's confidence and admiration for her. She demonstrates to us on a daily basis the human dimension of leadership by successfully bringing the Foundation's community together in critical thinking, transformative learning and openness to the world, ideas and interdisciplinarity.

Edward Johnson, O.C.
Chair of the Board of Directors
Founding Member



MESSAGE FROM THE PRESIDENT
03
MESSAGE DE LA PRÉSIDENTE



PASCALE FOURNIER, Ad.E., Ph.D.
PRESIDENT AND CEO

This year, our leadership program truly hit its stride, fine-tuning its curriculum and providing a full complement of critical tools and resources for the leaders of the future.



It is with great pride that I present, on behalf of the Foundation's entire team, the Pierre Elliott Trudeau Foundation's *Annual Report 2020-2021*. This last year, still marked by the ongoing pandemic, provided few opportunities to get together with the members of our community in person. Yet once again, thanks to the unwavering will and dedication of everyone involved, we continued to grow and share unique experiences, and we are reminded every day of our incredible good fortune to work with so many remarkable people.

We know that tomorrow's leaders will have to navigate between their individuality, the communities that nurture them and the systems that give them a voice. This path is not without its pitfalls. The power of words, thought and innovation is one of the building blocks on which the information age is built, and today it is more important than ever for public intellectuals to build connections and maintain a dialogue with communities outside the halls of academia, by speaking to our communities, listening to citizens, understanding the marketplace and thinking about how our governments operate. This democratization of knowledge is essential, and it requires an ability to adapt to different settings and to be open to a wide range of spaces, languages and symbols. That is the mission that the Foundation has taken upon itself: to encourage the production, dissemination and dissection of knowledge by tearing down borders, welcoming the clash of ideas and celebrating all the diversity and complexity of different epistemologies. Taking risks, both individually and collectively, allows us to open our

minds to creative new solutions and inclusive practices.

This promise is also our promise to build *Braves Spaces* that embrace a plurality of perspectives through democratic models, where difficult but respectful discussions make us all grow and bring us closer to the path of engaged citizenship. Through our bold program of activities, the Foundation's Fellows teach the Scientific Cycle and Mentors provide leadership training to Scholars, who are committed to maintain real dialogue, to remain open to others and to engage in multiple perspectives. This past year, the Foundation was able to create and deliver 18 virtual learning sessions based on the tremendous enthusiasm of active and alumni community members, in addition to hosting its first in-person event in more than two years, in the summer of 2021, in Alberta, on reconciliation.

The Foundation's one-of-a-kind leadership program is more necessary than ever. The tools and resources that it puts in the hands of Scholars motivated by profound curiosity, courage and a desire to have a real impact on their own communities, Canada, and the world, are already proving their worth. Our Scholars constantly tell us about the impact that the events hosted by our Fellows and Mentors and the memorable exchanges held with peers are already having on their lives.

In this sense, our recent leadership gathering in Quebec City with the 2021 cohort, selected to tackle the scientific theme, *Language, Culture and Identity*, produced eloquent results. While this visit revealed the complexity of intellectual discourse on language, the plurality of worldviews, belief systems and forms of knowledge was our richness: a community visit to listen to the stories of Indigenous Elders and Innu and Huron-Wendat cultural custodians, to share a caribou meal and to attend a language workshop; presentations from speakers from the community, private and public sectors; a panel of experts dedicated to the development of Francophone culture; and a surprise presentation by the Mayor of Quebec City, Régis Labeaume.



We know we are on the right track. The results already speak for themselves, and they will speak even more loudly once the three-year cycle has been completed.

The Foundation is steadily gaining international visibility and recognition through its outreach efforts, but also as a result of the exceptional quality of its programming and the expertise of its community, which is recognized by the foremost universities and foundations in North America. It is very encouraging to see that more and more community members, whether recent or long-standing ones, are becoming actively involved with the Foundation as a way of giving back, and they have my sincere thanks for their dedication and great generosity.

In addition, I would be remiss if I failed to mention the steadfast support of our donors, partners and volunteers, and the extraordinary talent of the team that works with passion to enable members of our community to excel.

Looking to the future, the Foundation remains a firm believer in the inestimable contribution of interdisciplinarity, creativity and innovation in the search for solutions to the key challenges facing society and the leaders of tomorrow. In that spirit, we will continue to help them develop a broader outlook on the world and to enhance our programs, drawing inspiration not only from the best academic practices around the globe, but also from the arts, different cultures and the pluralistic populations that surround us.

Pascale Fournier, Ad.E., Ph.D.
President and Chief Executive Officer



Members of the 2021 cohort in Quebec City, QC.



Discover

Inspire

Change



Members of the 2019 cohort in Yellowknife, NWT, in 2019.

Strategic Plan 2019-2024

Following from the *Future Forums* listening and learning tour in 2018-2019, an independent evaluation and a thorough analysis and discussion of the Foundation's environment, history and community, the Foundation's Board of Directors ratified a new five-year strategic plan for 2019-2024.

The Strategic Plan, which draws from the inspirational themes of Inclusive Excellence and Engaged Leadership, comes as a paradigm shift unfolding in the milieu of academic research. In our current and constantly evolving context, excellence in research can only be attained if certain best practices are put forward by the researchers themselves and the institutions that train them. Outstanding research must not only serve a purpose, but it must also respond to new realities— whether intellectual, social, cultural, technological, environmental, or economic—with the participation of communities across Canada and around the world.

In this context of collaboration, emerging researchers must grow to exhibit and apply qualities such as active listening, humility, creativity, self-awareness, courage, and inclusiveness. Great researchers also recognize and value different knowledge sources such as oral traditions, hands-on knowledge and experiential learning approaches because they understand that, in order to solve real-world problems, it is important to resort to other ways of thinking and doing.



Inclusive Excellence and Engaged Leadership

The conclusions which were drawn from these consultations informed the development of our Strategic Plan 2019-2024, as well as inspire its focus on Inclusive Excellence and Engaged Leadership.

Inclusive Excellence

To achieve the highest standards of excellence, we believe that different knowledge systems must be included and valued. The concept of Inclusive Excellence encapsulates our firm commitment to building a diverse community of Scholars, Fellows, Mentors, Members, Directors, and staff, while maintaining the highest expectations of excellence. Our definition of diversity includes gender, race, disability, language, socioeconomic background, Indigenous knowledge, region of origin, as well as a plurality of perspectives.

We believe that greater diversity and exposure to a plurality of perspectives bring excellence by broadening one's understanding of the world, encouraging dialogue and engagement across difference, ultimately fostering creativity and innovation, factors that also contribute to improving research and advancing public debate.

Engaged Leadership

The Pierre Elliott Trudeau Foundation's desire to develop Engaged Leaders reflects a 21st-century vision of leadership that expands profound curiosity about people and ideas, and encourages a willingness to be challenged and take risks while learning how to collaborate across a plurality of perspectives. The Foundation's unique Leadership Curriculum seeks to build on Scholars' existing skills and strengths by offering opportunities that are stimulating and challenging, and that purposefully move one outside of their traditional comfort zone.

The Leadership Program

Building Brave Spaces: The Path to Engaged Leadership

The Foundation's unique leadership curriculum builds on Scholars' existing skills and strengths, offering opportunities that are stimulating and challenging, and that deliberately move Scholars beyond their comfort zone. This approach presumes that all have room to grow as leaders and must work to nurture healthy relationships with self, others, society, and the natural world. One does so in the pursuit of imagining and building a shared future, including with those who hold differing opinions and goals. This is the path that our Leadership Program sets out for Pierre Elliott Trudeau Foundation Scholars.

Through its programs, the Foundation creates *Brave Spaces* designed to encourage dialogue across difference and foster open debate, while respecting diversity. Our *Brave Spaces* are accountable and democratic, valuing difference with the expectation that participants share their experience while developing new understanding. In this model of dialogue and collaboration between diverse forms of knowledge and lived experiences, one accepts to take risks as one takes a journey down paths that may feel uncomfortable, but at the same time prompt creativity, freedom, and greater understanding.

To successfully address Canada's social, political, cultural, health, economic, and environmental issues, and build a more prosperous, harmonious, and sustainable co-existence, leaders must work in an environment marked by a plurality of perspectives. This requires strong Engaged Leadership skills.

Our renewed three-year program empowers Scholars to have meaningful impact in the world by providing leadership training and tools to share and apply their research.

Our Vision

Being an international model for leadership training among academics

The Foundation bridges the gap between academic and applied knowledge through its innovative and impactful programming and its growing community of intellectuals and leaders.

The Foundation is a catalyst for meaningful change thanks to the following attributes:

- Our vibrant, enthusiastic network of Scholars, Fellows, Mentors, and Alumni
- Our smart, caring community reflects Canada's richness in terms of diversity and ideas
- Our prestigious Scholarships attract world-class researchers and help empower them to have a positive impact in the world

Scientific Cycles

The Foundation's unique Leadership Program builds on Scientific Cycles. The three-year leadership journey of each cohort of Scholars is contextualized by a scientific theme that has interdisciplinary dimensions and reflects a timely and significant issue, or set of issues, for the future of Canada and the world. The Scientific Cycle provides a backdrop throughout each Scholar's tenure, encouraging reflection beyond their expertise and development of their engagement with people, issues, and ideas typically outside their academic training.



Guided by its Members and Directors, the Foundation has launched the following Scientific Cycles for its 2019, 2020 and 2021 cohorts



2019-2022

Power and Knowledge

The 2019-2022 Scientific Cycle of the Foundation focuses on the dynamic relationship between power and knowledge in various situations of social injustices in Canada and internationally. Understanding power-knowledge relationships and the roots of power imbalances is essential to changing situations of social injustices. This theme was explored at our first *Institute of Engaged Leadership* in Yellowknife, NWT in autumn 2019 and in virtual events over the summer of 2020.



2020-2023

Technology and Ethics

The 2020-2023 Scientific Cycle explores ethical and social issues raised by contemporary technologies, especially in the areas of biotechnology and artificial intelligence. The core questions steering this Scientific Cycle include: How is humanity shaped by advances in these areas, and, in turn, how can we shape them on the basis of ethical principles? This theme was explored during virtual events over 2020 and 2021



2021-2024

Language, Culture and Identity

The 2021-2024 Scientific Cycle explores the interconnectedness of languages with culture and identity, across countries and disciplines. Namely, it questions how progressive modern society may better account for linguistic pluralism and the identity politics embedded within linguistic policy landscapes around Canada and the world, and how these may serve as a model for others as they reconcile their own histories and recognize the importance of linguistic pluralism and its place within increasingly multicultural nations. This theme was explored during a leadership event in Quebec City, QC in autumn 2021.

PROGRAMS OVERVIEW
05
APERÇU DES PROGRAMMES



Pascale Fournier, President and CEO



*A Space for Healing, Reflection, and Reconciliation,
Edmonton, AB, July 2021*



Roxana Akhmetova, 2021 Scholar, Quebec City, QC

Highlights

The Foundation received 643 applications, interviewed 102 semi-finalists, invited 36 finalists for individual interviews and named 15 Scholars in 2021, representing 13 universities across Canada and the world.

Along this path, candidates responded to challenging questions, participated in group interviews, analyzed case studies, and were assessed by the Application and Nomination Review Committee (the “ANRC”), composed of leading academics and Foundation alumni, during their final assessment in March.

The Foundation currently funds 80 Scholars, all of whom are actively engaged in their fields and thanks to the support we provide are poised to become leading figures within and beyond academia. In 2020-2021, the Foundation invested \$2.0 million in the Scholarship Program (including the travel and networking allowance of \$0.4 million).

In 2021, the Foundation assessed more than twenty Fellow candidates. The ANRC screened and interviewed six finalists and recommended four Fellows.

Overall, 21 Fellows were active throughout the year as part of our Fellowship Program.

In 2021, the Foundation assessed more than 50 Mentor candidates and seven finalists were assessed by the ANRC, of which six were recommended.

Overall, 29 Mentors were active throughout the year.

In 2020-2021, the Foundation invested \$0.4 million in the Fellowship and Mentorship Programs, including the travel and networking allowance.

IN 2021

643 APPLICATIONS

102 SEMI-FINALISTS

36 FINALISTS

15 SCHOLARS



01

Doctoral Scholarships

Our doctoral Scholarship is unique in Canada for its scope and stature. Last year, fifteen scholarships were awarded to Canadian and foreign doctoral candidates pursuing research related to one of the Foundation's four founding themes. This remarkable group of Scholars, were chosen based on their academic excellence, leadership and engagement, willingness to engage with a plurality of perspectives, and their agility and resilience.

Our program provides Scholars with generous funding for their studies in addition to leadership training. This three-year leadership program is designed to train Engaged Leaders, equipping outstanding doctoral candidates with the skills to translate their ideas into action, for the advancement of their communities, Canada, and the world.

02

Fellowships

Our Fellowship program invites academic experts who are recognized for their research and teaching excellence, a strong commitment to sharing knowledge beyond the classroom, strong academic mentoring skills and their innovative approaches when it comes to understanding important issues facing society. Fellows are also invited based on the relevance of their work, knowledge, and experiences to the scientific theme. Fellows play an active role in the leadership development of our doctoral Scholars, supporting their journey toward becoming the Engaged Leaders of tomorrow. They fulfil a role as outstanding public educators, dynamic professors, and intellectual guides to Scholars over a three-year program cycle.



Members of the 2021 cohort in Quebec City, QC.



03

Mentorships

Our Mentorship program connects highly accomplished and engaged Canadians from various sectors with Scholars and Fellows. Our Mentors focus on the leadership development of Scholars through knowledge sharing and training on key leadership concepts and skills. They act as leadership trainers, guides, and advisors. During the three-year program our Mentors serve as a vital bridge between the research world and the public sphere.



04

Public Interaction Program

The Foundation's Public Interaction Program (PIP) builds on the expertise of the international network of individuals selected through our three programs, providing the Foundation's community with unique opportunities to learn and exchange ideas and proposals, and to share knowledge with colleagues from various disciplines and backgrounds. PIP comes to life through different formats, including conferences, seminars, workshops, networking events, podcasts and publications. In addition, members of the Foundation community are encouraged to organize PIP events and to collaborate with other institutions to promote understanding of major issues that affect Canadians and global society.

In 2019, the Foundation launched its *Institutes of Engaged Leadership* Program ("Institutes"), immersing Scholars in leadership training and introducing them to ideas and experiences they may not otherwise encounter in a university context. In the context of the COVID-19 pandemic, this leadership training was provided virtually as the *Spaces of Engaged Leadership*. All these training events were led by the Foundation's Fellows, leaders in research and teaching, and Mentors, leaders and innovators from across the public, private, and non-profit sectors.



2021 Cohort, Quebec City, QC.

01

Spaces of Engaged Leadership

As a result of ongoing travel restrictions and concerns surrounding COVID-19, the Foundation repivoted its leadership programming to be offered virtually as *Spaces of Engaged Leadership*. The programming that would have been held over an intensive one-week period was split into weekly sessions from November 2020 to May 2021.

During the year, the Foundation delivered virtual programming that combined both the scientific themes of *Power & Knowledge* (2019) and *Technology & Ethics* (2020). Most notably, the Foundation shifted its program entirely online and hosted 18 virtual *Spaces of Engaged Leadership* learning events for its community, prepared and facilitated by its Fellows and Mentors. Events spanned the six key leadership concepts of the Foundation's Leadership Curriculum, under themes related to leadership of self, others and systems.

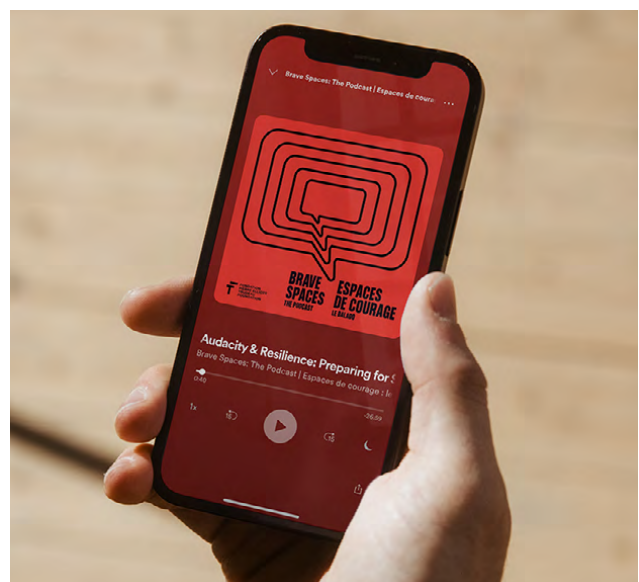
02

Brave Spaces: The Podcast

The Foundation launched a new English and French podcast series, hosted in English by Valerie Pringle, 2017 Mentor, and hosted in French by Manon Barbeau, 2017 Mentor, examining the concept of Engaged Leadership through the research and experiences of Pierre Elliott Trudeau Foundation Scholars, Fellows, and Mentors.

On the podcast, Scholars, Fellows, and Mentors discuss their unique research and experience, while building new understanding with peers. Through dialogue and collaboration, community members share diverse forms of knowledge and experience. The conversations encourage both speakers and listeners to take risks in the pursuit of creativity, open-mindedness, and a greater sense of collective understanding.

During the year, the Foundation launched six episodes of the podcast on one of the Foundation's six key leadership concepts, Audacity & Resilience.



03

A Space for Healing, Reflection, and Reconciliation (Edmonton, July 2021)

Following the discoveries of hundreds of unmarked graves on the grounds of former residential schools, the Foundation reached out to Senator LaBoucane-Benson, 2004 Scholar and member of our Advisory Committee on Diversity, to find a way to engage the Foundation in reflection on these issues. Senator Patti LaBoucane-Benson has spent an important part of her career involved in reconciliation, and healing initiatives.

Conscious of health precautions, and space limitations, the Foundation was thrilled to organize its first in-person community event in almost 18 months.

From July 12 to July 14, Senator LaBoucane-Benson and her husband, Allen Benson, CEO of Native Counselling Services of Alberta, graciously welcomed 20 participants to their home near Edmonton. Special guests included Dr. Kisha Supernant, a professor of Archeology who has recently worked with Indigenous communities to locate unmarked graves, Métis Elder Wil Campbell, Elder Irene Morin of the Enoch Cree Nation, Chief Dr. Wilton Littlechild, a lawyer, advocate and coach who was commissioner of the Truth and Reconciliation Commission (“TRC”), and Marlene Orr, co-chair of Trauma Informed Edmonton, Director of the Stan Daniels Healing Center, and Director of Corrections with Native Counselling Services of Alberta.

We strongly believed it necessary to prioritize invitations to active First Nations, Inuit, and Métis Scholars as well as members of the Advisory Committee on Diversity. As it became apparent that dialogue on reconciliation and healing would be a critical theme during our incoming cohort’s three-

year leadership program on *Language, Culture and Identity*, 2021 Scholars were also invited to participate, as well as 2021 First Nations, Inuit, and Métis Fellows and Mentors. Remaining spaces were filled by locally based members of the Foundation community.

The intimate and profound moments shared among all participants proved to be a life changing learning experience.



Scholars and alumni, A Space for Healing, Reflection, and Reconciliation, Edmonton, AB, July 2021.

Some notes from members of our community who participated in the event:



JARITA GREYES

2019 SCHOLAR

“As many Canadians contend with the realities of the residential school system, we must honour the residential school survivors who have spoken their truth for decades. Even in our relatively small [Pierre Elliott Trudeau Foundation (“PETF”)] community, we have both direct and intergenerational survivors who see and feel the impact of this system on ourselves, families, and nations. This trip to Alberta, grounded on the land was an important step for those within the PETF community to address the legacy of the residential school system. There can be no reconciliation without truth and although many are still unaware of the truth of the residential school system we now have PETF community members who have heard directly from survivors.”



MARGARIDA GARCIA, Ph.D.

2004 SCHOLAR
MEMBER OF THE ADVISORY COMMITTEE
ON DIVERSITY

“Healing, laughing, opening up, listening in silence, seeing the other, letting oneself be seen, seeing oneself differently through the other’s story. We experienced all of this richness and unique moments in Edmonton, unique in the generosity of the welcome, the humanity of the exchanges in the healing and talking circles, our desire to make space for memory, pain, but also laughter, humour, friendship and willingness to collaborate. I was particularly inspired by the way our hosts were able to create a space so conducive to truly encountering others and their stories. I am grateful for the opportunity to come so significantly closer to the lived meaning of the words “truth and reconciliation”. I am also grateful for the Elders we had the privilege of meeting and from whom I learned so much. They offered us much more than their enormous wisdom, they offered us their presence and their unique way of being. There are journeys that we will never forget. They transform us.”



COVID-19 IMPACT
07
IMPACTS DE LA COVID-19

The Ongoing Implications of the Global COVID-19 Pandemic on Programming

In times of crisis, leadership and guidance are critical, even more so in the context of the COVID-19 pandemic as it touches so many aspects of lives in such profound ways. To address the challenges felt both by the Foundation, its community and Canadians across the world, the Foundation took measures to address these challenges.

By early autumn 2020, it became evident that the impact of COVID-19 would continue to be felt in Canada and for the Foundation into 2021 and even 2022. As a result, the Foundation did not move ahead with the planning and delivery of an *Institute of Engaged Leadership* on the theme of *Technology & Ethics* or community retreat in spring 2021 as expected. Instead, leadership programming was delivered virtually from November 2020 to May 2021 as *Spaces of Engaged Leadership* sessions, facilitated by Fellows and Mentors across Canada and the world, on leadership, *Power & Knowledge* and *Technology & Ethics*.

In addition, the Foundation took the difficult decision of cancelling the *Impact Conference* that was to be organized by its 2019 Scholars. The organization of the conference was severely disrupted by restrictions and uncertainties related to travel, scheduling and logistics.

The Foundation was also forced to cancel its Alumni Network events that were to be held across the country in 2020-2021.

Nevertheless, the Foundation's COVID-19 Impact Committee continued its important work to engage and educate the public on the implications of the pandemic in light of the Foundation's Four Themes. By creating the COVID-19 Impact Committee in spring 2020, the Foundation sought to elevate the voices of our community's experts in public discourse.



2021 Scholars, Quebec City, QC.



Azola Zuma Mayekiso, 2021 Mentor.

The engagement of our Scholars, Fellows, Mentors, and Alumni in the life and orientation of the Foundation sets us apart from other granting organizations. We rely on their expertise and experience to create a responsive environment that can promote our ideals in an inclusive and positive manner.



COVID-19 Impact Committee

With the creation of the COVID-19 Impact Committee, the Foundation promotes the knowledge, expertise, and voices of our community in the public realm through partnerships with mainstream media organizations. The committee is composed of active and alumni members of the Foundation who are Canada’s leading thinkers in various disciplines, including bioethics, public and global health, Canadian and international law, human rights, Indigenous child and family welfare, arts, and migration studies. During the year, the Committee developed a Commitment to Action Declaration which builds on previous work by the Committee and draws broader ethical and social implications of the pandemic and proposals on how to rebuild on a stronger basis. The Declaration was formally presented by the Chair of the Committee, Vardit Ravitsky, the Right Honourable Beverley McLachlin, and President and CEO Pascale Fournier at the International Women’s Forum in April 2021.

From April 2020 to April 2021, the members of the COVID-19 Impact Committee, composed of active and alumni community members and chaired by 2020 Fellow Vardit Ravitsky, have been helping to lead the national discourse on the impacts of the pandemic, demonstrating thought leadership and the democratization of knowledge that is central to the work of the Foundation. Together, the Committee published 16 articles in our media partners, the Toronto Star and La Presse, over the course of the last

year. These articles were compiled in a Compendium, prefaced by Canada’s Chief Science Advisor Mona Nemer, and published by the Foundation on the anniversary of the pandemic.

In relation to the COVID-19 Impact Committee’s articles and Declaration, the Foundation also launched a special bilingual podcast series on the Impacts of COVID-19, featuring one-on-one discussions with the members of the Committee, and hosted bilingually by 2020 Fellow Vardit Ravitsky. This special series of podcasts was made possible by generous support from McGill University and the Université de Montréal.



COVID-19 Impact Committee

Members as of April 21, 2021:



Vardit Ravitsky, Ph.D.
2020 Fellow
Chair



Cindy Blackstock, Ph.D.
2012 Mentor



Nathalie Bondil
2018 Mentor



Timothy Caulfield
2013 Fellow



Carlo Charles
2019 Scholar



Jocelyn Downie, Ph.D.
2015 Fellow



Bernard Duhaime, Ph.D.
2017 Fellow



Steven Hoffman, Ph.D.
2012 Scholar



**Mohammad
Karamouzian**
2018 Scholar



**The Right Honourable
Beverley McLachlin**
2020 Mentor



Eric Meslin, Ph.D.
2020 Mentor



André Picard
2018 Mentor

Advisory Committee on Diversity

Institutions and organizations across Canada are being called upon to take meaningful steps to confront and resolve sources of systemic racism and injustice in our society. Considering its commitment to diversity and inclusive excellence, the Foundation formed an Advisory Committee on Diversity, composed of exceptional members of the active and alumni community, to guide our actions and decisions as we deliver on the objectives outlined in our *Strategic Plan 2019-2024*. The Foundation is committed to creating and nurturing an environment that recognizes and celebrates diversity, a signature characteristic of Engaged Leadership and Inclusive Excellence. We believe that greater diversity encourages better collaboration, openness to difference, creativity, and innovation. These factors contribute to improving research and strengthening mutual understanding. The members of the Advisory Committee reflect all aspects of the Foundation's definition of diversity and bring curiosity and openness, along with a wealth of professional and personal experience, which fundamentally strengthens the work of the Foundation.

During the year, the Committee developed a *Code of Community Engagement* with the Foundation, a code that informs successful engagement in pluralistic settings and encourages a culture of academic and intellectual freedom and open speech. At the same time, this Code constitutes a positive and healthy environment for members of the Foundation community to fully engage and interact in the Foundation's programming. Through the Code, the Foundation's policies, and practices, the Foundation commits to providing an environment built upon dignity and respect, ensuring its community is aware of available resources and related responsibilities, and to implementing a process for dealing with complaints or resolve conflicts that is accessible, impactful, and fair.

Code of Community Engagement

In May 2021, the Board of Directors of the Foundation proudly adopted the new *Code of Community Engagement* (the "Code"). We believe that the Code of Community Engagement supports meaningful engagement in pluralistic settings and encourages a culture of academic and intellectual freedom and open speech. The Foundation's *Brave Spaces* privilege robust debate of ideas and the celebration of difference, both critical to meaningful engagement with communities across the country. Some conversations can be uncomfortable, even difficult at times.

We have designed the *Code of Community Engagement* to ensure that all of us welcome human relations as a place of complex interconnection and exchange. Community members are invited to act as critical thinkers who celebrate the principle of academic freedom, including the possibility of engaging in disagreement and critique in formulating ideas.

At the Foundation, Scholars, Fellows and Mentors are asked to contribute to a healthy learning environment for all, displaying mutual respect, kindness and compassion in their interactions. In this context, one recognizes the vulnerabilities that different people may experience as part of the *Brave Spaces* and pledges to treat them with authenticity, thereby building a platform where tensions and contradictions are welcomed and celebrated.

We would like to thank the members of the Advisory Committee on Diversity for their precious collaboration in drafting the Code.



Advisory Committee on Diversity

Members as of August 31, 2021:



Mary Anne Chambers
2018 Mentor
Co-chair



Romeo Saganash
2005 Mentor
Co-chair



Magaly Brodeur, Ph.D.
2009 Scholar



Margarida Garcia, Ph.D.
2004 Scholar



Randall Harp, Ph.D.
2020 Fellow



Patti LaBoucane-Benson, Ph.D.
2004 Scholar



Memee Lavell-Harvard, Ph.D.
2003 Scholar



Caroline Leblanc
2019 Scholar



Poonam Puri, Ph.D.
2016 Fellow



Bernard Richard
2012 Mentor



Darren Saunders
2019 Scholar



Jamie Snook, Ph.D.
2017 Scholar



Charlie Wall-Andrews
2020 Scholar

Alumni Network

We cherish our ongoing relationship with past Scholars, Fellows and Mentors. The Foundation maintains meaningful ties with alumni, inviting members of this unique community to host and participate in events, sit on strategic committees, and, in some cases, serve on the Board of Directors. The Foundation is committed to maintaining a special connection with alumni and keeping them engaged in Foundation activities in meaningful ways across Canada and beyond.

Reflective of the Foundation's *Strategic Plan 2019 -2024*, the Executive Committee of the Alumni Network aspires to have a representative balance between anglophone and francophone members, Indigenous representation, to maintain gender parity, and to reflect the diversity of the Foundation community. With representation from across Canada as well as international members, the Alumni Executive offers perspectives from different parts of the country and abroad.

Last year, the Alumni Executive oversaw the launch of a new Alumni Newsletter. In October 2020, still in the middle of the pandemic, another edition was created and contributed to the sharing of thoughts of its many collaborators about social, racial, and ecological injustices that divide our societies, and transformative changes that are needed to achieve a truly just future once the pandemic is over.

A beautiful initiative that allows for knowledge sharing, and that strengthens the ties of the Alumni Network with the Foundation.

On behalf of the entire community, the Foundation wishes to thank and acknowledge the exceptional work of the Co-editors, Libe Garcia Zarranz and Sophie Thériault.

Members of the Executive Committee of the Alumni Network as of August 31, 2021:



Lisa Helps
2006 Scholar
Co-president



Robert Leckey, Ph.D.
2003 Scholar
Co-president



Libe Garcia Zarranz, Ph.D.
2010 Scholar
Alumni Newsletter Co-editor



Jean Lebel, Ph.D.
2016 Mentor



Steven Loft
2010 Fellow



Sophie Thériault, Ph.D.
2003 Scholar
Alumni Newsletter Co-editor

Discover

Inspire

Change

Graduating Scholars

2017 Scholars



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2018 Scholars



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1. Ryan Beaton

2017 Scholar, University of Victoria

2. Pierre Cloutier de Repentigny

2017 Scholar, University of Ottawa

3. Sophie de Saussure

2017 Scholar, University of Ottawa

4. Daniel Del Gobbo

2017 Scholar, University of Toronto

5. Benjamin Gagnon Chainey

2017 Scholar, Université de Montréal | Nottingham Trent

6. Vathsala Jayasuriya-Illesinghe

2017 Scholar, Ryerson University

7. Stephanie Lake

2017 Scholar, University of British Columbia

8. Sarah Mason-Case

2017 Scholar, University of Toronto

9. Milad Parpouchi

2017 Scholar, Simon Fraser University

10. Stéphanie Roy

2017 Scholar, Université Laval

11. Brett Schrewe

2017 Scholar, University of British Columbia

12. Jamie L Snook

2017 Scholar, University of Guelph

13. Emma Swan

2017 Scholar, University of Ottawa

14. Ryan Tonkin

2017 Scholar, University of Victoria

15. Elena Waldispuehl

2017 Scholar, Université de Montréal

16. Fahad Ahmad

2018 Scholar, Carleton University

17. Billy-Ray Belcourt

2018 Scholar, University of Alberta

18. Nathaniel Brunt

2018 Scholar, Ryerson University

19. Spencer Greening

2018 Scholar, Simon Fraser University

20. Mohammad Karamouzian

2018 Scholar, University of British Columbia

21. Andrew Kaufman

2018 Scholar, University of Toronto

22. Marie-Soleil L'Allier

2018 Scholar, Université du Québec à Montréal

23. Diala Lteif

2018 Scholar, University of Toronto

24. Jayne Malenfant

2018 Scholar, McGill University

25. Alexandra Mogyoros

2018 Scholar, University of Oxford

26. Grace Nosek

2018 Scholar, University of British Columbia

27. William Schultz

2018 Scholar, University of Alberta

28. Bernard Soubry

2018 Scholar, University of Oxford

29. Phoebe Stephens

2018 Scholar, University of Waterloo

30. Leehi Yona

2018 Scholar, Stanford University

COMMUNITY SPOTLIGHTS
09
PROFILS DE LA COMMUNAUTÉ



*A Space for Healing, Reflection, and Reconciliation,
Edmonton, AB, July 2021.*



2019 Community Retreat in Orford, QC.



Milad Parpouchi, 2017 Scholar.



VANESSA AMBTMAN-SMITH

2019 SCHOLAR

“We all carry implicit biases and have inherent blinders that limits the scope and scale of perspectives on a given topic. I have always learned more as a listener to people who carry diverse and robust perspectives on a topic that I am engage with.”

Vanessa Ambtman-Smith is of Nêhiyaw-Métis ancestry, and a fourth year Ph.D. candidate at Western University, studying the geographies of Indigenous Health. Throughout her 20-year career in the Indigenous health field, Vanessa has sought ways to re-design health systems to enable access culturally safe care, and to innovate and advance models of care that go beyond the traditional view of healthcare. Her research includes examining the meaning and use of Traditional Healing spaces within hospital contexts, what they mean for health, healing, and reconciliation.

An engaged leader and researcher, she believes in the importance of engaging with those who hold viewpoints opposed to their own. “We all carry implicit biases and have inherent blinders that limits the scope and scale of perspectives on a given topic. I have always learned more as a listener to people who carry diverse and robust perspectives on a topic that I am engage with. I do recognize that certain views and perspectives have and continue to be privileged, and I will continue to advocate for bringing forward views of people on the margins and BIPOC people.”

She believes in the Foundation’s approach to leadership to meaningfully address the challenges of our society. She says: “The Engaged Leadership approach has been valuable in cultivating a platform to share individual perspectives and co-create a shared discourse on critical issues; through emergent dialogues, we have identified collective processes and opportunities that will result in responsible, relevant, reciprocal and respectful practices. Addressing challenges on society can and should be co-led by the communities impacted and centered as the experts to carry forward the critical knowledge and solutions.”

Despite the pandemic, she recognizes the opportunities to create connections with the Foundation community virtually and looks forward to connecting again with her peers and community in-person, whenever safe to do so again. “I have benefitted greatly through the critical conversations and the generosity of Foundation community and Mentors. I see hope and opportunity to continue to share and grow in these contexts beyond my tenure as a Scholar in the Foundation and carry a level of confidence in my decision to pursue academic research and scholarship in my field.”





JÉRÉMY BOULANGER – BONNELLY

2020 SCHOLAR

“The Foundation’s program, beyond generating spaces for reflection, and creating relationships, gives us the luxury of time. (...) The time we need to think, to be engaged in our communities and to strike out on new paths.”

Passionate about access to justice, Jérémy Boulanger-Bonnelly focuses his research on public participation and its relationship to improved access to justice. He is also active in initiatives that promote this fundamental value, having notably done *pro bono* legal work in two constitutional cases.

In 2020, Jérémy Boulanger-Bonnelly was named a Scholar while a doctoral student at the University of Toronto. “The Foundation’s program, beyond generating spaces for reflection, and creating relationships, gives us the luxury of time. (...) The time we need to think, to be engaged in our communities and to strike out on new paths.”

It is indeed thanks to these precious moments for reflection that Jérémy has been able to integrate new ways of seeing the world, which in turn allows him to re-examine his research and his own professional practice. “The challenges we have to tackle today are more and more complex. Leadership models that are based on the individual are no longer adequate, and must give way to engaged leadership: engaged towards communities in order to build new knowledge in partnership with them; engaged towards our society so that our work can have tangible impacts on the world around us; and engaged towards our planet, so that we can better address issues that are going to require collaboration on a global scale. Academic research is still necessary; however, in order to remain relevant, it must from now on be combined with action on the ground.”

When he joined the Foundation, he saw that the Foundation community encouraged him to seek out new perspectives and consider his research from a multitude of viewpoints. “Every encounter with these individuals, all of whom have different histories or different interests, is an opportunity to go off the beaten path in order to reconceive our world and tackle the protean problems we are facing. The Foundation community is also an invaluable source of support and networking for someone navigating the highs and lows of postgraduate studies.”

This doctoral candidate has also benefited from his time at the Foundation to broaden his horizons. “It’s in part thanks to the Foundation’s support that I was able to take basic courses and delve into two Indigenous languages, East Cree (ᐃᓴᓴᐅᓴᓴᐅᐃᐃᐃ) and Anishinaabe (ANICIAAREMOBIA).”

Jérémy has given much thought to the importance of engaging in dialogue with others who hold different opinions. “Our understanding of the world is limited and coloured by our own experiences, and that often prevents us from truly being able to grasp the many facets of the challenges we are facing. More than ever, we need to enter into dialogue with those who hold different views, so as to make room for their perspectives and broaden our own (...) In that sense, listening and dialogue are the first step towards getting out of our echo chambers.”





LYDIE C. BELPORO

2021 SCHOLAR

MEMBER OF THE ADVISORY COMMITTEE ON DIVERSITY (SINCE SEPTEMBER 2021)

“The most satisfying part of belonging to the Foundation community is just that—being in a community. It is an extremely dynamic group, and so intellectually stimulating that it’s become second nature for me to want to push my limits and get out of my usual comfort zone.”

Lydie C. Belporo is a doctoral candidate in the School of Criminology at the Université de Montréal. Her research focuses on the governance of extremist violence in sub-Saharan Africa. She is delighted to join the Foundation community as a 2021 Scholar: “The most satisfying part of belonging to the Foundation community is just that—being in a community. It is an extremely dynamic group, and so intellectually stimulating that it’s become second nature for me to want to push my limits and get out of my usual comfort zone. That stimulation has also led me to examine my research in a more global way, to make it accessible to the general public and take it outside the walls of the university into environments that I never would have considered before.”

Lydie is an engaged leader in her university community, as well as with partners in the government and non-profit sectors. She feels it is especially important for academics to be engaged: “Right now, I think we need to seek out leaders who are strong intellectually, but who are also not completely disconnected from day-to-day realities and who are deeply concerned about our collective well-being. Being an engaged leader means having the courage of one’s convictions, but also having humility, and the willingness to constantly challenge one’s self. Our society’s current problems demand more inclusiveness, creativity and agility, with an ongoing capacity for adaption that only an engaged individual can have.”

Engaged leadership also involves entering into dialogue with all stakeholders. She notes: “It is vital, I would even say critical, to relate to people who have varied points of view in order to avoid confining one’s self to a world view that can be stratified and polarizing. This kind of dialogue is necessary to avoid being trapped in one’s own echo chamber. The process can also help you assess your blind spots and challenge yourself, however uncomfortable that might be. And this type of dialogue opens up another possibility: bringing the person who has a divergent view to see the issue’s grey areas, which may in turn lead to a more nuanced discussion. However, this dialogue must happen in conditions that allow for free expression, and for listening in a respectful manner.”

As a 2021 Scholar, Lydie will explore the theme, *Language, Culture and Identity*, with her cohort for the next three years of the program. Having already joined them at a retreat in Quebec City in October 2021, she is enthusiastic about what lies ahead: “I especially appreciate the fact that the Foundation’s activities, through the theme of *Language, Culture and Identity*, will give me the chance to go beyond my academic path.”





VARDIT RAVITSKY, Ph.D.

2020 FELLOW

CHAIR OF THE COVID-19 IMPACT COMMITTEE

“Engaged Leadership has never been more important than during the pandemic. We realized to what degree COVID-19 exposed structural injustice and historical inequity. We started off by saying, ‘we are all in this together’, but very quickly, we realized that we are not in it in the same way. (...) Without engagement, you are not a leader, because you are not representing the real interests of those you wish to help.”

Vardit Ravitsky is Professor at the Bioethics Program, School of Public Health at the University of Montreal and part-time Senior Lecturer on Global Health and Social Medicine at Harvard Medical School. She has given numerous interviews in the media on the socio-ethical aspects of COVID-19 and is active on social media to promote nuanced debates on the ethical challenges associated with the pandemic.

Professor Ravitsky is a deeply engaged leader. Notably, with a strong appreciation of the complex and urgent ethical challenges that COVID-19 is raising for clinical ethicists working in the Quebec healthcare system, she initiated the creation of a collaborative partnership between academic bioethicists and those working ‘on the ground’. She has brought this philosophy of engagement into the life of the Foundation as Chair of the COVID-19 Impact Committee: “Engaged leadership has never been more important than during the pandemic. We realized to what degree COVID-19 exposed structural injustice and historical inequity. We started off by saying, ‘we are all in this together’, but very quickly, we realized that we are not in it in the same way. (...) Without engagement, you are not a leader, because you are not representing the real interests of those you wish to help.”

She continues, “For leaders and for all of us as citizens, as individuals, as members of our cultural communities, reaching out to understand other points of view is really the only way to move forward after the pandemic and to re-build our society on a

better foundation. And this resonates with the work we have done with the COVID-19 Committee on the ‘Commitment to Action Declaration’.”

Professor Ravitsky is proud of the work that her and the COVID-19 Impact Committee have accomplished since the start of the pandemic. She notes that her experience with the Committee was also personally rewarding: “[The Committee] is a collection of leaders in their fields, each with a different perspective. The effort everybody made to reach out and understand each other’s perspectives, in order to come to a consensus on a nuanced and sophisticated [Declaration] – that was an exceptional and rewarding experience.”

Likewise, she recognizes that the greatest advantage of being part of the Foundation is its interdisciplinary networking opportunities: “We get to meet and work with people that we may not have met otherwise, and to build relationships that will last for the rest of our lives and careers. The greatest advantage for me is that those people come not only from various disciplines, but also from different sectors of society. Interacting with other academics from other disciplines is something I do all the time, because bioethics is an interdisciplinary field. But interactions with judges, leading journalists, private sector leaders – were fostered through the Foundation’s network. It has only been about a year, and these relationships are already deep and fruitful. I think they will last many years beyond the term of the fellowship.”





BERNARD DUHAIME, Ph.D.

2017 FELLOW

MEMBER OF THE COVID-19 IMPACT COMMITTEE

“Our communities need leaders that bring constructive solutions to worldwide problems, which require a dynamic analysis of society under novel perspectives, re-thinking certain paradigms and a better understanding of the effects of our public policies on all sectors of the population.”

International Law Professor at the University of Quebec in Montreal (“UQAM”), Advocatus Emeritus lawyer with the Barreau du Québec and expert on the Interamerican System for the Protection of Human Rights, Bernard Duhaime has contributed to the promotion and defence of human rights over the past twenty-five years. He currently leads a project on « Opening up to the Americas to Better Protect Human Rights and Committing to Reconciliation in Canada ». He founded and directs the Clinique Internationale de Défense des Droits Humains at UQAM and he is a member and former president of the United Nations Workshop Group Against Enforced and Involuntary Disappearances.

Professor Duhaime is an invited professor at the Université Paris II Panthéon-Assas, an Associate Research Fellow of the Geneva Academy and Senior Fellow at the Raoul Wallenberg Centre for Human Rights. He is a member of the Advisory Board of the University Network for Human Rights Network, the *Journal on Rehabilitation of Torture Victims and Prevention of Torture* and the Centre for Human Rights & Legal Pluralism of McGill University. He was also an invited research fellow at several prestigious universities and a Fulbright Canada-US Invited Chair at the University of Southern California. Previously, Professor Duhaime was a lawyer at the Inter-American Commission on Human Rights of the Organization of American States.

According to Professor Duhaime, one of the greatest advantages of being a member of the Foundation is

to be able to “exchange, share and debate on complex and sometimes challenging ideas and subjects with engaged, critical and responsible intellectuals”. Sharing his own conceptions on engaged leadership, he expresses that: “Our communities need leaders that bring constructive solutions to worldwide problems, which require a dynamic analysis of society under novel perspectives, re-thinking certain paradigms and a better understanding of the effects of our public policies on all sectors of the population. Critical analysis is great—but it should also lead to concrete solutions: our engaged leaders have a responsibility in this regard.”

Professor Duhaime adds that: “Respectful exchange and dialogue are often at the origins of intellectual creativity. Our future leaders should have the courage to engage in dialogue, particularly in these times where over-simplification, disinformation and censorship are toxifying certain debates. Because of its role in the academic community, the Foundation also has a responsibility to ensure that its members are equipped to be catalysts of change in society, at the heart of its debates, decisions and actions.”

He concludes his reflections on a very encouraging note: “The initiatives [of the Foundation] that encourage social engagement through the assumption of public positions and concrete action are remarkable. The same can be said about its initiatives to foster respectful debate and dialogue, including invitations to brave spaces and incentivizing bilingualism, which are essential tools to meet these objectives.”



ERIC MESLIN, Ph.D.

2020 MENTOR

MEMBER OF THE COVID-19 IMPACT COMMITTEE

“In the importance of cultivating, encouraging, and enriching the capacity of engagement and in learning about leadership by participating in its many forms. So many of the challenges we face today (...) demand new ways of thinking and active engagement in civil society.”

Eric M. Meslin, Ph.D., is President and CEO of the Council of Canadian Academies (CCA). He joined CCA in 2016 after the prior 15 years at Indiana University where he was Founding Director of the Indiana University Center for Bioethics, and Associate Dean for Bioethics in the School of Medicine, and Indiana University first Endowed Professor of Bioethics and a Professor of Medicine, of Medical & Molecular Genetics, of Bioethics & Law, of Public Health, and of Philosophy.

Eric Meslin has had a three-decade-long career in academic, government and not-for profit settings and dedicated himself to exploring, teaching, and advising on the ethical, social, and political implications of health, science, and technology. An engaged leader in many respects, he believes: “In the importance of cultivating, encouraging, and enriching the capacity of engagement and in learning about leadership by participating in its many forms. So many of the challenges we face today (...) demand new ways of thinking and active engagement in civil society.” He continues, “One can’t overstate the importance of cultivating, encouraging, and enriching the capacity of engagement – of being ‘in the tent’ of and in learning about leadership by participating in its many forms.”

He explains that it is important to recognize and appreciate the power of diversity and trying to figure out how to navigate those differences. “Setting aside the exhausting and ultimately unproductive debates about trying to convince others that you are

right, and they are wrong (or vice versa), the really valuable experiences are those where you are forced to reconsider some of your own strongly held beliefs and attitudes. One finds that engagements like [these] tend to be joint learning opportunities for all. And let’s be honest—it gets boring engaging with people who think exactly like you do.”

A 2020 Mentor of the Foundation, he notes that “Although COVID-19 conditions have prevented Scholars, Fellows, and Mentors from meeting in person (...) I have enjoyed the many opportunities I have had to meet with these stellar people whether through a scheduled seminar, workshops or other briefings. It should not be a surprise, that the greatest benefit of being a Mentor is to learn from these thoughtful individuals.” He continues, “Seeing the next generation of thought leaders inspires optimism about the future of Canada and the planet, especially during these turbulent times.”





In 2021, the Foundation appointed 15 remarkable Scholars based on their academic excellence, leadership and engagement, willingness to engage with a plurality of perspectives, and their agility and resilience.

Our Scholars set themselves apart through critical thinking skills, a willingness to take risks, their profound curiosity, their talent for collaboration and a commitment to building a better and more inclusive world. The *Mary-Jean Mitchell Green | Pierre Elliott Trudeau Foundation Scholar* is no exception and will additionally ensure an outstanding female doctoral candidate researching in the field of business joins this year's cohort.

For the first time in many years, candidates applied directly to the Foundation rather than being nominated by their universities. Through the Foundation's commitment to Inclusive Excellence, this removed barriers for candidates, ensuring that all applicants were given consideration through the Foundation's rigorous selection process regardless of region, background, or discipline.

The Foundation fosters the development of Engaged Leadership skills among its Scholars through a three-year program centered on curriculum taught by Fellows and Mentors, in ways that take Scholars outside of a traditional university setting.

Scholars receive up to \$40,000 annually for three years to cover tuition and reasonable living expenses, plus up to \$20,000 per year through an allowance for research, travel, networking, language learning and for attending Foundation events alongside other members of our dynamic community.

The Mary-Jean Mitchell Green | Pierre Elliott Trudeau Foundation Scholarship

Thanks to the generosity of Alexander and Andrew Green, the Foundation is pleased to inaugurate the *Mary-Jean Mitchell Green – Pierre Elliott Trudeau Foundation Scholarship*, which is awarded to an outstanding female doctoral candidate researching in the field of business. As such, the 2021 cohort welcomes the first-ever *Mary-Jean Mitchell Green | Pierre Elliott Trudeau Foundation Scholar*, supporting the legacy of the Foundation's namesake, particularly through a focus on the Foundation's Four Themes and our *Building Brave Spaces* leadership curriculum.

The creation of the *Mary-Jean Mitchell Green | Pierre Elliott Trudeau Foundation Scholarship* represents a watershed moment for the creation of even more spaces in our Scholarship program. As the Foundation continues to seek new and innovative ways to bridge the gap between academic and applied knowledge, generous donors play a key role in helping ensure more potential Engaged Leaders have an opportunity to benefit from our program.



2021 Scholars – Yearbook



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The Mary-Jean Mitchell Green – Pierre Elliott Trudeau Foundation Scholar

**Kylie Heales***Strategic Management & Organization, University of Alberta*

Kylie examines why entrepreneurs in contexts of poverty struggle to scale and how they can overcome this growth challenge to move themselves, and their communities, out of poverty through innovation and entrepreneurship.

1. Roxana Akhmetova*Migration Studies, University of Oxford*

Roxana focuses on what ethical artificial intelligence (AI) means in immigration and border control, investigating how different actors understand ‘ethical AI’ and the impacts AI is having on borderwork.

2. María Juliana Angarita*Museology, Mediation, Heritage**Université du Québec à Montréal*

María explores how grassroots memorialization initiatives give rise to heritagization, and how the memory practices of historically marginalized victims foster new approaches and uses of heritage-building “from below” in peacebuilding contexts.

3. Monique Auger*Interdisciplinary Studies (Health Sciences and Social Work), University of Victoria*

Monique studies the ways in which Métis values, culture and traditions, and ways of knowing, may contribute to a prevention-focused Métis child welfare system.

4. Prativa Baral*International Health (Health Systems)**Johns Hopkins University*

Prativa operates at the intersection of epidemiology and policy and investigates methods in health systems strengthening, particularly in the context of crises.

5. Lydie C. Belporo*Criminology, Université de Montréal*

Lydie explores the governance of extremist violence in sub-Saharan Africa, and is interested in the trajectories of former recruits of the terrorist group Boko Haram and their reintegration in Cameroon.

6. Raphaël Grenier-Benoit*Law, University of Oxford*

Raphaël operates at the intersection of law, politics and morality and focuses on constitutional interpretation and on the role of the judiciary in harmonizing law to social change.

7. Anick Desrosiers*Social work, McGill University*

Anick focuses on furthering our collective understanding of the impacts of the traumatic life courses that precede and follow the experience of life on the street.

8. Étienne Cossette-Lefebvre*Law, University of Toronto*

Étienne develops a novel trans-systemic account of the concept of self-ownership to explain a person’s rights in their body, image, voice, and personal information.

9. Jasmine Mah*Internal Medicine (Geriatrics), Dalhousie University*

Jasmine uses epidemiology and statistics to better understand how social vulnerability and frailty influence health outcomes, the use of healthcare resources, and long-term care placement.

10. Bryon Maxey*Study of Religion, University of Toronto*

Bryon focuses on the dynamic and diverse history of interpreting the Qur’an in Africa as a foundation for understanding centuries-old Black intellectual and cultural heritage bridging communities in Africa and the Americas.

11. Kowan O’Keefe*Policy Studies, University of Maryland*

Kowan studies climate change policy and is particularly interested in the social, political, and ethical challenges of using carbon dioxide removal strategies to achieve net-zero emissions goals.

12. Joshua Okyere*Peace and Conflict Studies, University of Manitoba*

Joshua studies young people affected by violence, conflict and peacebuilding in Africa, and conflict and gender, and seeks to devise suitable interventions against such violence using the frameworks of peacebuilding.

13. Chanelle Robinson*Systematic Theology, Boston College*

Chanelle explores womanist theology and diasporic poetry, with a focus on the Canadian context.

14. Cristina Wood*History, York University*

Cristina studies the environmental past and futures of the Ottawa River’s transition from a transit and trade thoroughfare to a regulated, recreational place.

FELLOWSHIPS
PROGRAMME DE FELLOWSHIP
11

2021 Fellows – Yearbook



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In 2021, the Foundation appointed four Fellows who are leading researchers and public educators. Over a three-year cycle, Fellows help lead the Foundation's *Institutes of Engaged Leadership* and contribute their expertise and knowledge by addressing the major issues surrounding *Language, Culture and Identity*, and provide guidance and support to our Scholars.

Fulbright-Pierre Elliott Trudeau Foundation Fellowship / Joint Chair in Contemporary Public Policy

For a second year, Fulbright Canada and the Pierre Elliott Trudeau Foundation came together to create a dedicated Chair in Contemporary Public Policy, which aims to attract one leading U.S.-based American Academic each year to participate in a residential exchange in Canada cohosted by the Foundation and McGill University's Institute for the Study of Canada. This Fellow contributes to the Foundation's mission by acting as a guide and mentor to our Scholars and playing an active role in our *Institutes of Engaged Leadership* and other programming.



FULBRIGHT
Canada

Foundation for Educational
Exchange Between Canada and
the United States of America

1. Robert Blair, Ph.D. *Fulbright-Pierre Elliott Trudeau Foundation Fellow / Joint Chair in Contemporary Public Policy*, is Professor Emeritus at the University of Nebraska in the fields of city management, public policy and economic development and has worked with numerous organizations in the field, as well as provided technical assistance to many communities and public agencies over the years.

2. Stéphanie Chouinard, Ph.D. is an Associate Professor in the Department of Political Science at Royal Military College (Kingston) and Queen's University whose research is focused on the field of language rights, minority and Indigenous rights, and law and politics. She teaches in Canadian politics, comparative politics, and political geography.

3. François Larocque, Ph.D. is Full Professor at the University of Ottawa Faculty of Law and has published in the areas of philosophy of law, Canadian legal history, civil liability, human rights and international law, most notably on language rights in Canada and civil liability for grave breaches of international human rights.

4. Lorna Williams, Ph.D. is Associate Professor Emeritus of Indigenous Education, Curriculum and Instruction at the University of Victoria and Canada Research Chair in Education and Linguistics, and the first director of the school's Indigenous education program.

MENTORSHIPS
PROGRAMME DE MENTORAT

12

2021 Mentors – Yearbook



1



2.



3.



4.



5.



6.

The Foundation appointed six Mentors in 2021. These accomplished leaders from various professional domains and sectors – private, public, parapublic, and non-profit – reflect a range of skills and offer insights and guidance of prodigious value to future Engaged Leaders.

Mentors teach leadership skills to our Scholars and help them make connections with influential networks beyond academia.

The Foundation's mentorship program is an innovative experiment that seeks to forge intellectual and personal bonds between renowned Canadians and Ph.D. students. Through the guidance of Mentors, Scholars are exposed to ideas and experiences that they may not encounter in a university context, and are empowered to develop valuable new skill sets as Engaged Leaders.

1. Karine Asselin is a seasoned diplomat who has served in multiple capacities at Global Affairs Canada for more than two decades. In 2015-2018, she served as Canada's Ambassador to the Republic of Panama and currently holds a management position in the Consular Policy Bureau.

2. Julius Grey is a renowned lawyer with more than 40 years of experience and practice in several areas of law, notably in human rights and freedom and in language rights. He has taught at McGill University, Université de Montréal, and the Canadian Human Rights School in Charlottetown.

3. Emmanuel Kattan, Ph.D. is a philosopher, novelist and the Director of the Alliance Program, an innovative academic joint venture of Columbia University and the three major French Higher Education Institutions. Dr. Kattan has always worked to create and foster collaborations between academic communities and institutions.

4. The Honourable Aldéa Landry is a former politician, a business owner, a volunteer and an advocate for numerous causes. She was among the Top 100: Canada's Most Powerful Women by the Women's Executive Network (2009 and 2010). Among numerous awards and honorary doctorates, she was awarded the Order of Canada in 2006 (C.M.) and received The Queen Elizabeth II Diamond Jubilee Medal in 2012. She is the former Chancellor of the Université Sainte-Anne, Nova Scotia.

5. Azola Zuma Mayekiso is the Co-chair of the Lulalab Foundation and a deputy Chairman of the Human Resources Development Council of South Africa. She was the previously CEO of the Sanlam Investment Management (SIM), one of the South Africa's most reputable investment management companies.


6. Gabrielle Scrimshaw Sagalov is an Indigenous professional with a passion for creating social change. She is the founder of The Scrimshaw Group, a consultancy with a focus on diversity, inclusion, and Indigenous economic development.

LOOKING AHEAD
13
CAP
SUR L'AVENIR



2019 Community Retreat, Orford, QC.

The beauty of tomorrow is that we will always know more than we do today.



Knowledge and expertise are infinite in scope, and human beings have an immeasurable ability to learn. Some are blessed with limitless curiosity and a thirst for knowledge that makes them seek to surpass themselves to understand, learn, discover, inspire, and change. Through its doctoral scholarship program, the Pierre Elliott Trudeau Foundation has the immense privilege to meet and work with these exceptional beings who, day after day, expand and enrich our thinking and bring people together to create spaces for inclusive citizenship.

As a content creator and knowledge facilitator, the Foundation will continue to guide and nurture them with skills, knowledge, experiences, and networking opportunities. For close to 20 years now, the community grows through each connection.

We are especially delighted to see how a new cohort of Scholars, Fellows and Mentors influence one another, starting with their very first contact. An extraordinary synergy is established, and this diverse and interdisciplinary group is quick to converge on a common goal: to reflect on the main issues facing our world and jointly develop innovative solutions,

aided by a pluralistic setting that fosters sophisticated intellectual exchange.

In 2022, we will be celebrating the Pierre Elliott Trudeau Foundation's 20th anniversary. The commemoration will provide an opportunity to look back at everything achieved so far, thanks to the hundreds of people who have believed in and championed our mission, and yet, it will undoubtedly have a decisive impact on our future too as we have to remember where we have come from to understand where we are going.

The future will be shaped by responsible citizenship and the public intellectuals who seek opportunities for dialogue with communities both inside and outside the halls of academia—those who are open to views and perspectives different from their own, who welcome risk and have the humility to question themselves, who dare look past their own fields to share and co-create. Those who want to understand existing systems, processes, cultures and globalization, and who have understood that to be enriched with knowledge comes with a great responsibility: to share it.

The Foundation is committed to continue innovating to enhance the engaged leadership program, by addressing the major issues of our time through the lens of Scientific Cycles that have a major impact on our communities and the society in which we live. We are also committed to broadening our horizons and stepping outside our comfort zone so that we can offer our Scholars and the members of the Foundation's community a diverse range of content, perspectives and experiences that will continue to deepen their intellectual and professional journeys.



The 2022-2025 Scientific Cycle of the Foundation on the theme of global economies comes at a crucial time in history to engage emerging leaders in one of the most important topics of our past and present.



2022-2025

Scientific Cycle: Global Economies

The 2022-2025 Scientific Cycle of our program, *Global Economies*, is timely. The notion of free trade came to dominate international economic relations in the 20th century, although economic interdependence and interconnectedness transcend the history of civilizations with centuries of trade routes established along the Atlantic, the Silk Road and the Mediterranean. The past two decades have further witnessed an exciting rise of the Digital Economy, creating new forms of on-demand work, health and education technology, and immersive experiences in areas of communication, arts, and culture.

Globalization has contributed to an unprecedented flow of capital, trade, investment, people and ideas across borders. At the same time, the merits of our globalized economy and new digitalized platforms are mired by overly monopolistic practices to compete for resources, an emerging surveillance society, as well as devastating human rights abuses, environmental harms, and disparities between populations and countries. Recent national and international efforts to better regulate multinational foreign investment practices are promising, however, new challenges arise in coordinating efforts with economic power shifts towards states with authoritarian regimes, increasing populist movements in the West, and protectionist measures implemented within several nations. The vulnerability of an integrated global economy has also been exposed through the Covid-19 pandemic's ripple effects and disruption of global supply chains, plunging us into a worldwide health and socio-economic crisis. It is within this compelling context that we propose the theme, *Global Economies*.

OUR PARTNERS
14
NOS PARTENAIRES

Our Partners



MICHAEL HAWES, Ph.D.

PRESIDENT AND CEO
FULBRIGHT CANADA

Partnership with Fulbright Canada

“The Fulbright Canada - Pierre Elliott Trudeau Foundation Fellowship Program / Joint Chair in Contemporary Public Policy is a partnership that reflects the vision and the principles of both organizations. We share a 21st century commitment to empowering extraordinary scholars to drive meaningful change in their institutions, their communities, and the world.”



Our Donors

Donations received as of 31 August 2021.

Dyane Adam
Thomas Axworthy
Dennis Browne
Kevin Chan
Sarah Coyne
Patrick de Roy
Martha Durdin
John English
Pascale Fournier
Myra Freeman
Ron Graham
Sacha Haque
Lisa Helps
Louise Houle
Jameel Jaffer
Edward Johnson
David Johnston
Colten Knull
Megan Leslie
Frederick Lowy
Farah Mohamed
Mayo Moran
Robert Murdoch
Hilary Pearson
Madeleine Redfern
Duncan Reid
Marc Renaud
Graham Reynolds
Sean Riley
Peter Sahlas
Nancy Southam
Stephen Toope
Alexandre Trudeau
Sanni Yaya
The Green Family Foundation
McCall MacBain Foundation
Anonymous donors

Our Sponsors

Université de Montréal
McGill University

McCall MacBain Foundation Matching

Through a funding agreement with the McCall MacBain Foundation, philanthropic donations provided to the Foundation are generously matched dollar-for-dollar. These donations and the matching fund allow the Foundation to fully deliver on the Foundation's mission.



In accordance with the Canada Not-For-Profit Corporations Act, the Pierre Elliott Trudeau Foundation is governed by two bodies: the Foundation's Members; and, its Board of Directors. These diverse, dynamic, and deeply engaged governance teams volunteer to provide fundamental guidance to the Foundation as it carries out its mission.

Members

Members appoint Directors to the Board of Directors, approve changes to the by-laws and appoint the external auditor.

The Foundation's membership is limited to thirty Members. Six seats are reserved for Members appointed by the Minister of Innovation, Science and Economic Development Canada ("ISED") and another three seats are reserved for liquidators of the succession of the late Right Honourable Pierre Elliott Trudeau.

Serving between September 1, 2020 and August 31, 2021:

Regular Members

Thomas Axworthy
 Denise Chong (as of 22 April 2021)
 The late William Davis (until 8 August 2021)
 John English, Chair of the Members
 (as of 12 December 2020)
 Ron Graham
 Sacha Haque
 Louise Houle
 Edward Johnson
 The Right Honourable David Johnston
 Frederick H. Lowy
 Joseph MacInnis (until 22 April 2021)
 Bruce McNiven
 Farah Mohamed
 Mayo Moran (as of 11 December 2020)
 Robert Murdoch
 Hilary Pearson
 Patrick Pichette
 Sean Riley
 The honourable Roy Romanow
 Peter Sahlas
 Nancy Southam
 Stephen Toope

Government-appointed Member

Dennis Browne

Succession Members

Alexandre Trudeau
 Justin Trudeau *

** NOTE: Inactive member. The Rt. Hon. Justin Trudeau has withdrawn from the affairs of the Foundation for the duration of his involvement in federal politics.*



Honorary Members

On April 22, 2021, the Members of the Foundation have appointed The Honorable Marc Lalonde and Dr. Joseph MacInnis as Honorary Members in recognition of their extraordinary contributions to the Foundation.



Dr. Joseph MacInnis

The Honorable Marc Lalonde

Board of Directors

Directors manage or supervise the management of the activities and affairs of the Foundation. They are elected by the Members of the Foundation for renewable, two-year terms.

The Foundation is governed by a diverse and distinguished Board of up to 18 directors. Two seats are reserved for directors appointed by the Minister of Innovation, Science and Economic Development Canada (“ISED”) and another two for representatives of the family of the late Right Honourable Pierre Elliott Trudeau.

Serving between September 1, 2020 and August 31, 2021:

Directors elected by the regular members

Dyane Adam
 Kim Brooks (until 1 May 2021)
 Martha Durdin (as of 7 May 2021)
 Suzanne Fortier (until 30 November 2020)
 The Honourable Myra Freeman (as of 7 May 2021)
 Lisa Helps
 Jameel Jaffer
 Edward Johnson, Chair of the Board of Directors
 Megan Leslie (until 8 July 2021)
 Bruce McNiven
 Farah Mohamed (until 18 November 2020)
 Bessma Momani
 Patrick Pichette, Director and Chair of the Board of Directors (until 1 March 2021)

Madeleine Redfern
 Duncan Reid
 Patrick De Roy (as of 11 December 2020)
 Jennifer Welsh
 Sanni Yaya (as of 11 December 2020)

Director elected by the government-appointed members

Marc Renaud

Directors elected by the liquidators of the succession of the late Rt. Hon. Pierre Elliott Trudeau

Sarah Coyne (as of 11 December 2020)
 Peter Sahlas
 Alexandre Trudeau (until 18 September 2020)

Application and Nomination Review Committee (ANRC) for the 2021 Selection Process

Thomas Axworthy
 Karen Barnes
 Magaly Brodeur
 John Coleman
 John English
 Jean-François Gaudreault-DesBiens
 Robert Huish
 Sébastien Jodoin
 Anna Korteweg
 Bessma Momani
 Mona Nemer, Chair of the ANRC
 Dwight Newman
 Sophie Thériault
 Rosalie Tung
 Grégoire Webber



Offices of the Foundation, Montreal, QC.

Independent Auditor's Report

To the Directors of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation (the Foundation) as at August 31, 2021 and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-profit Organizations (ASNPO).

What we have audited

The Foundation's financial statements comprise:

- the statement of financial position as at August 31, 2021;
- the statement of changes in net assets for the year then ended;
- the statement of revenues and expenses for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:



- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(s) PricewaterhouseCoopers LLP¹

Montreal, Quebec
December 15, 2021

PricewaterhouseCoopers LLP/s.r.l./s.e.n.c.r.l.
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¹ CPA auditor, CA, public accountancy permit No. A116819



Statement of Financial Position

AS AT AUGUST 31, 2021

	2021	2020
Assets	\$	\$
Current assets		
Cash and cash equivalents	1,565,330	1,227,324
Prepaid expenses and other receivables	536,893	256,878
	2,102,223	1,484,202
Investments at fair value (note 4)	165,734,893	150,823,855
Property and equipment (note 5)	327,653	400,775
Intangible assets (note 6)	89,436	145,614
	168,254,205	152,854,446
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,659,447	1,627,074
Current portion of Scholarships payable (note 8(a))	1,131,302	1,532,245
Current portion of Fellowships payable (note 8(b))	426,634	352,908
Current portion of Mentorships payable (note 8(c))	381,885	270,176
	3,599,268	3,782,403
Deferred donations (note 7)	238,079	238,079
Scholarships payable (note 8(a))	1,576,269	1,362,532
Fellowships payable (note 8(b))	135,061	301,845
Mentorships payable (note 8(c))	502,306	417,007
	2,451,715	2,319,463
	6,050,983	6,101,866
Net Assets		
Net assets restricted for endowment purposes (notes 3 and 9)	125,000,000	125,000,000
Net assets invested in property and equipment and intangible assets (notes 3, 5 and 6)	417,089	546,389
Internally restricted net assets (notes 3 and 10)	34,700,495	19,201,570
Unrestricted net assets (notes 3 and 11)	2,085,638	2,004,621
	162,203,222	146,752,580
	168,254,205	152,854,446



Statement of Changes in Net Assets

FOR THE YEAR ENDED AUGUST 31, 2021

					2021	2020
	Restricted for endowment purposes \$ (notes 3,9)	Invested in property and equipment and intangible assets \$ (notes 3,5,6)	Internally restricted \$ (notes 3,10)	Unrestricted \$ (notes 3,11)	Total \$	Total \$
Balance – Beginning of year	125,000,000	546,389	19,201,570	2,004,621	146,752,580	139,245,364
Excess of revenues over expenses (expenses over revenues) for the year	-	(164,938)	15,498,925	116,655	15,450,642	7,507,216
Investment in property and equipment and intangible assets	-	35,638	-	(35,638)	-	-
Balance – End of year	125,000,000	417,089	34,700,495	2,085,638	162,203,222	146,752,580



Statement of Revenues and Expenses

FOR THE YEAR ENDED AUGUST 31, 2021

	2021	2020
Revenues	\$	\$
Investment revenue	2,487,739	2,514,833
Net gain on disposal of investments at fair value	4,203,887	1,293,192
Net unrealized gain on investments at fair value	13,514,505	9,265,778
Donations (note 15)	441,308	72,098
	20,647,439	13,145,901
Expenses		
Public Interaction program (note 14(b))	721,604	1,066,607
Scholarship program	1,600,488	1,384,365
Fellowship and Mentorship program	414,756	767,585
Program planning and delivery (note 16)	1,647,312	1,616,059
Administration (note 16)	169,389	164,737
Investment management (note 16)	362,084	320,987
Outreach, development and other (note 16)	281,164	318,345
	5,196,797	5,638,685
Excess of revenues over expenses for the year	15,450,642	7,507,216



Statement of Cash Flows

FOR THE YEAR ENDED AUGUST 31, 2021

	2021	2020
	\$	\$
Cash flows from		
Operating activities		
Excess of revenues over expenses for the year	15,450,642	7,507,216
Items not affecting cash and cash equivalents		
Net gain on disposal of investments at fair value	(4,203,887)	(1,293,192)
Net unrealized gain on investments at fair value	(13,514,505)	(9,265,778)
Donations received in-kind (note 5)	(49,309)	(25,600)
Accretion expense on Scholarships, Fellowships and Mentorships payable (note 8)	14,989	35,564
Amortization of property and equipment	108,760	106,076
Amortization of intangible assets	56,178	24,088
	(2,137,132)	(2,911,626)
Changes in non-cash working capital components		
Decrease (increase) in		
Prepaid expenses and other receivables	(280,015)	118,098
Increase (decrease) in		
Accounts payable and accrued liabilities	32,373	232,439
Scholarships, Fellowships and Mentorships payable	(98,245)	(404,129)
	(345,887)	(53,592)
	(2,483,019)	(2,965,218)
Investing activities		
Purchase of investments at fair value	(12,157,275)	(12,462,598)
Proceeds on disposal of investments at fair value	15,093,938	15,975,011
Purchase of property, equipment and intangible assets	(35,638)	(101,406)
	2,821,025	3,411,007
Net change in cash and cash equivalents during the year	338,006	445,789
Cash and cash equivalents – Beginning of year	1,227,324	781,535
Cash and cash equivalents – End of year	1,565,330	1,227,324



Notes to Financial Statements

AUGUST 31, 2021

1. Purpose

La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation (the “Foundation”) was incorporated on February 7, 2001 under Part II of the Canada Corporations Act and began operations in March 2002. On May 31, 2014, the Foundation continued under Section 211 of the Canada Not-for-Profit Organizations Act. The Foundation has been a registered charity under the Income Tax Act since January 22, 2003.

The Foundation is an independent and non-partisan charity established in 2001 as a living memorial to the former prime minister. In 2002, with the support of the House of Commons, the Government of Canada endowed the Foundation with the Advanced Research in the Humanities and Human Sciences Fund. The Foundation also benefits from private donations. By granting doctoral scholarships, awarding fellowships, appointing mentors and holding public events, the Foundation encourages reflection and action in four critical areas important to Canadians: human rights and dignity, responsible citizenship, Canada and the world, and people and their natural environment.

2. Significant Accounting Policies

Financial instruments

Financial assets are initially recorded at their fair value, and their revaluation depends on their classification, as described hereafter. Classification depends on when the financial instrument was acquired or issued, its characteristics and its designation by the Foundation. Settlement date accounting is used. Financial liabilities are recorded at cost.

Cash and cash equivalents and investments at fair value are classified as “held for trading assets”. They are presented at fair value, and gains or losses related to the revaluation at the end of each year are included in revenues and expenses. Transaction costs are recognized in the statement of revenues and expenses when they occur.

Prepaid expenses and other receivables are classified as “loans and receivables”. After being initially recorded at fair value, they are evaluated at cost after amortization using the effective interest rate method. For the Foundation, amortized cost is generally cost because of the assets’ short-term maturity.

Accounts payable and accrued liabilities and long-term liabilities are classified as “other financial liabilities”. They are initially evaluated at fair value, and future evaluations are done at cost after amortization using the effective interest rate method. For the Foundation, amortized cost is generally cost because of the liabilities’ short-term maturity, except for certain long-term liabilities which are recorded at the discounted value at initial recognition.



Management estimates

The preparation of financial statements in conformity with Canadian Accounting Standards for NotforProfit Organizations (ASNPO) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

Cash and cash equivalents

Cash and cash equivalents consist of deposits with a major financial institution and balances in the investment portfolios.

Revenue recognition

Donations

The Foundation uses the deferral method of accounting for donations. Restricted donations are recognized as revenue in the year in which the related expenses are incurred. Unrestricted donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Gains and losses on disposal of investments at fair value

Gains and losses on disposal of investments at fair value are recorded at the date of sale and represent the difference between the sale proceeds and the cost.

Scholarship, Fellowship and Mentorship programs

Scholarships, fellowships and mentorships are recorded as liabilities and expensed in the year of approval. Ongoing monitoring of the programs occurs on a continuing basis as part of an overall commitment to accountability. Since these programs are multi-year commitments, changes in amounts committed are adjusted in the year in which they occur.

Property and equipment

Property and equipment are stated at cost less amortization.

Amortization is provided for using the declining balance method over the estimated useful lives of the assets at the following rates:

Office communication equipment	20%
Furniture and fixtures	20%
Computer equipment	25% to 33%

Leasehold improvements are amortized on a straight-line basis over the ten-year term of the lease ending September 30, 2023.

Artwork is not amortized because the useful life is virtually unlimited.

Intangible assets

Intangible assets consist of computer software and software development costs, which are recorded at cost and amortized at a rate of 20%.

Impairment of long-lived assets

The Foundation reviews, when circumstances indicate it to be necessary, the carrying values of its longlived assets by comparing the carrying amount of the asset or group of assets to the expected future undiscounted cash flows to be generated by the asset or group of assets. An impairment loss is recognized when the carrying amount of an asset or group of assets held for use exceeds the sum of the undiscounted cash flows



expected from its use and eventual disposition. The impairment loss is measured as the amount by which the asset's carrying amount exceeds its fair value based on quoted market prices, when available, or on the estimated current value of future cash flows.

3. Capital disclosures

As at August 31, 2021, the Foundation's capital structure consists of a \$125,000,000 Endowment Fund granted in perpetuity by the Government of Canada in 2002 (note 9), internally restricted assets of \$34,700,495 (2020 – \$19,201,570) (note 10), net assets invested in property and equipment and intangible assets of \$417,089 (2020 – \$546,389) (notes 5 and 6) and unrestricted net assets of \$2,085,638 (2020 – \$2,004,621) (note 11).

The funding agreement with the Government of Canada on the Advanced Research in the Humanities and Human Sciences Fund stipulates that the original endowment may not be spent, but that the income generated may be used for the Foundation's purposes. Accordingly, the Foundation manages its capital with the objectives of:

- preserving the original capital of the endowment;
- protecting the endowment from inflationary impacts;
- funding current and future operations;
- ensuring that the Foundation is able to meet its financial obligations as they come due; and
- safeguarding the Foundation's ability to continue developing its programs in the long term.

4. Investments at fair value

In 2017, the Foundation developed a new Statement of Investment Policies and Procedures consistent with the current directives of the Minister of Finance on endowment investment, which was approved by the Department of Finance on March 28, 2017. The Foundation started transitioning its portfolios shortly after investment guidelines, included in the funding agreement with the Government of Canada on the Advanced Research in the Humanities and Human Sciences Fund, were amended on July 18, 2017. Like other organizations endowed by the Government of Canada, the Foundation will now be allowed to manage the fund according to a diversified investment policy. Given the greater complexity of the portfolio and the limited administrative capacity of the Foundation, the Finance and Investment Committee used delegated investment services to assist the Foundation in the transition.

Under the Statement of Investment Policies and Procedures, the Foundation is required to invest in a diversified portfolio whereby invested fixed income securities must be rated no lower than Standard & Poor's equivalent rating of "BBB" from at least two of the four main credit rating agencies.

In accordance with ASNPO, investments at fair value are presented as "long-term assets" because pooled funds do not have maturity dates.



	2021	2020
	\$	\$
Short-term investments pooled fund	3,600,142	3,667,328
Canadian bond pooled fund	53,030,389	49,254,559
Canadian equity pooled fund	9,485,822	10,233,865
Global equity pooled fund	86,388,799	75,896,551
Alternative assets fund	13,229,741	11,771,552
	165,734,893	150,823,855

5. Property and equipment

			2021	2020
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Office communication equipment	58,242	(43,925)	14,317	13,318
Furniture and fixtures	163,838	(125,366)	38,472	40,862
Computer equipment	182,679	(138,384)	44,295	26,405
Leasehold improvements	884,518	(697,732)	186,786	276,407
Artwork	43,783	-	43,783	43,783
	1,333,060	(1,005,407)	327,653	400,775

During the year ended August 31, 2021, no amount (2020 – \$25,600) of artwork was gifted to the Foundation and recorded to property and equipment.

6. Intangible assets

			2021	2020
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Computer software	62,051	(59,719)	2,332	3,498
Software development costs	165,038	(77,934)	87,104	142,116
	227,089	(137,653)	89,436	145,614



7. Deferred donations

Deferred donations consist of restricted donations that will be used to cover charges related to special initiatives.

	2021	2020
	\$	\$
Balance – Beginning of year	238,079	238,079
Less: Amount recognized as revenue during the year	-	-
Balance – End of year	238,079	238,079
Current portion of deferred donations	-	-
Long-term portion of deferred donations	238,079	238,079
	238,079	238,079

8. Long-term liabilities

A) Scholarships payable

	2021	2020
	\$	\$
Current portion of Scholarships payable	1,131,302	1,532,245
Long-term portion of Scholarships payable in years ending		
August 31, 2022	-	980,135
August 31, 2023	1,253,615	382,397
August 31, 2024	322,654	-
	1,576,269	1,362,532
	2,707,571	2,894,777

B) Fellowships payable

	2021	2020
	\$	\$
Current portion of Fellowships payable	426,634	352,908
Long-term portion of Fellowships payable in years ending		
August 31, 2022	-	256,958
August 31, 2023	90,173	44,887
August 31, 2024	44,888	-
	135,061	301,845
	561,695	654,753



C) Mentorships payable

	2021	2020
	\$	\$
Current portion of Mentorships payable	381,885	270,176
Long-term portion of Mentorships payable in years ending		
August 31, 2022	-	277,356
August 31, 2023	362,655	139,651
August 31, 2024	139,651	-
	502,306	417,007
	884,191	687,183

Non-cash interest expenses included in program expenses bearing interest at a rate of 0.72% (2020 – 1.65%), calculated using the effective interest rate method, are as follows:

	2021	2020
	\$	\$
Scholarship program	10,312	26,104
Fellowship program	2,198	6,902
Mentorship program	2,479	2,558
	14,989	35,564

9. Net assets restricted for endowment purposes

In March 2002, the Foundation entered into a funding agreement with the Government of Canada whereby the government granted an endowment of \$125,000,000 to the Foundation for the purpose of establishing the Advanced Research in Humanities and Human Sciences Fund.

In the event of a default by the Foundation, the Government of Canada may terminate the funding agreement and require the Foundation to repay funds not otherwise committed. According to the funding agreement, the endowment bears no interest and must be capitalized in perpetuity.

10. Net assets restricted for endowment purposes

The Foundation's Board of Directors restricts a portion of the excess of revenues over expenses in any given year, in order to protect the endowment as described in note 3. More precisely, the Board decided that an annual amount of \$1,875,000 would be restricted and capitalized. When the results of a fiscal year are deficient, the Board will not capitalize any amount.

During the year ended August 31, 2020, the Foundation had excess of revenues over expenses of \$15,450,642 (2020 – \$7,507,216) and, as a result, capitalized \$15,498,925 (2020 – \$7,637,380) to internally restricted net assets.

As at August 31, 2021, the internally restricted net assets amounted to \$34,700,495 (2020 – \$19,201,570).



11. Unrestricted net assets

Unrestricted net assets are the sum of all excess revenues over expenses accumulated over the years after deducting net assets invested in property and equipment and intangible assets, and after deducting all internally restricted funds.

The Private Donation Fund consists of private donations received by the Foundation, net of outreach, development and other costs (note 16), plus investment revenues generated by the donations, net of investment management costs. The Private Donation Fund is distinct from the Endowment Fund and is not subject to the funding agreement with the Government of Canada (note 16).

Since the year ended August 31, 2017, unrestricted net assets have been sourced exclusively from the Private Donation Fund.

As at August 31, 2021, unrestricted net assets amounted to \$2,085,638 (2020 – \$2,004,621).

12. Financial instruments

Liquidity risk

Liquidity risk is the risk that the Foundation will encounter difficulty in meeting obligations associated with its financial liabilities. The Foundation is potentially subject to credit risk through its accounts receivable, advances to scholars and investments.

The Foundation holds investments in Canadian and global bond pooled funds and reduces the credit risk by dealing with creditworthy counterparties as described in note 4. The Finance and Investment Committee monitors these investments for credit risk on an ongoing basis.

As at August 31, 2021, management does not believe the Foundation is exposed to significant credit risk.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Foundation is exposed to currency risk and to interest rate risk.

a) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises when financial assets or financial liabilities are denominated in a currency other than the Foundation's functional currency.

The Foundation is exposed to currency risk, as transactions with suppliers outside Canada are predominantly denominated in US dollars.

b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Foundation is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed interest rate instruments subject the Foundation to fair value risk, while floating interest rate instruments subject it to cash flow risk. The Foundation's exposure to interest rate risk is as follows:

Cash and cash equivalents	Floating rate
Investments at fair value	Fixed rates
Prepaid expenses and other receivables and all liabilities	Non-interest bearing



13. Commitments

a) The maximum amounts committed to research, travel and networking are related to scholarship cohorts 2015 and 2016 for their fourth-year allowances and to all 2017, 2018 and 2019 cohorts – scholarships, fellowships and mentorships – which, unlike previous cohorts, can no longer defer their unspent allowances (note 14):

	\$
Years ending August 31, 2022	2,044,320
Years ending August 31, 2023	800,000
Years ending August 31, 2024	375,000

b) Future minimum rental payments under office and equipment operating leases and other contractual engagements for the next 3 years are as follows:

	\$
Years ending August 31, 2022	214,000
Years ending August 31, 2023	213,000
Years ending August 31, 2024	18,000

The Foundation's office lease ends on September 30, 2023.

14. Public Interaction Program

The Public Interaction Program (PIP) brings together all the Foundation's current and past awardees: Scholars, Fellows and Mentors. The program supports their engagement to discuss issues in the four priority areas identified by the Foundation. The annual budget for the PIP is approved by the Board of Directors at its spring meeting. The program has two distinct components:

a) Research, travel and networking expenses consist of allowances granted to program beneficiaries – Scholars, Fellows and Mentors – to work together on joint projects, participate in the Foundation's events and disseminate their research findings and ideas. Research, travel and networking expenses incurred by the program beneficiaries are reimbursed in accordance with Foundation policies set out in the PIP documentation.

To support the Foundation's continuous effort to play a more active role on issues of importance to Canada and the world, program beneficiaries were previously offered the opportunity to use their allowance to participate in the PIP beyond the formal term of their award. This was effective for the 2015 and 2016 Scholar cohorts and the 2014 to 2016 Fellow cohorts. In 2017, this practice was discontinued and was not offered to 2017 Scholar, Fellow and Mentor cohorts.

In 2021, the Foundation awarded 15 scholarships, 4 fellowships and 6 mentorships (2020 –16 scholarships, 4 fellowships and 7 mentorships). In both 2021 and 2020, one fellowship was as a result of a partnership with Fulbright Canada.

b) The PIP also provides financial and logistical support for a series of events and activities, initiated by the Foundation or organized in partnership, including the Institutes of Engaged Leadership, Spaces of Engaged Leadership and Future Forums, that aim to provide opportunities to generate knowledge, learn and exchange ideas:



	2021	2020
	\$	\$
Research, travel and networking	403,272	651,670
Events and other activities	318,332	414,937
	721,604	1,066,607

15. Donations

	2021	2020
	\$	\$
Donations received during the year	441,308	46,498
Donations received in-kind	-	25,600
Less: Donations deferred during the year (note 7)	-	-
	441,308	72,098
Plus: Amount recognized as revenue during the year (note 7)	-	-
Donation income for the year	441,308	72,098

Donations made by directors, members, officers and related parties totalled \$188,756 for the year ended August 31, 2021 (2020 - \$116).



16. Schedule of expenses

	Program planning and delivery		Administration		Outreach, development and other		Total	
	2021 \$	2020 \$	2021 \$	2020 \$	2021 \$	2020 \$	2021 \$	2020 \$
Salaries and benefits	1,153,219	1,079,654	143,951	128,563	102,294	77,414	1,399,464	1,285,631
Professional fees	53,045	127,006	63,153	68,719	2,450	38,119	118,648	233,844
Rent and occupancy costs	177,260	170,231	22,069	20,271	14,000	12,206	213,329	202,708
Office expenses	68,586	62,154	8,539	7,401	5,417	4,457	82,542	74,012
Amortization of property and equipment	81,244	82,199	10,115	9,788	6,417	5,894	97,775	97,881
Amortization of intangible assets	41,965	18,813	5,224	2,240	3,314	1,349	50,504	22,402
Bank charges	5,301	2,677	660	319	419	192	6,380	3,188
Meetings and travel	14,213	19,072	46,045	60,327	1,123	1,368	61,381	80,767
Outreach and communications	5,212	11,343	122	-	6,234	36,270	11,568	47,613
Recruitment costs	18,071	16,287	2,250	1,939	1,427	1,168	21,748	19,394
Other employee expenses	29,196	26,623	3,261	3,170	2,069	1,908	34,526	31,701
Administration expenses covered by Private Donation Fund	-	-	(136,000)	(138,000)	136,000	138,000	-	-
	1,647,312	1,616,059	169,389	164,737	281,164	318,345	2,097,865	2,099,141

To reflect the charitable mandate of the Foundation, expenses are distributed between Program planning and delivery, Administration and Outreach, development and other.

Program planning and delivery and Administration are covered by the Endowment Fund, while Outreach, development and other costs are covered by the Private Donation Fund (note 11).

Investment management costs of \$362,084 (2020 – \$320,987) are covered by the Endowment Fund and represent investment counsel fees as well as an allocation of costs related to the governance and oversight of matters involving the fund and the Statement of Investment Policies and Procedures.

In 2021, an amount of \$136,000 (2020 – \$138,000) was drawn from the Private Donation Fund to cover expenses in excess of the ceiling on operating costs imposed by the Foundation's funding agreement with the Government of Canada. This transfer followed a decision that for the fiscal years ending August 31, 2020 and 2021, such expenses might be covered by the Private Donation Fund at year-end.



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