The Pierre Elliott Trudeau Foundation
Annual Report 2012-2013
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There was universal support for the value and quality of the Scholarship Program. It is underpinned by a rigorous selection process that is seen to be attracting very high-quality students."¹

“The Mentorship Program is a unique and valuable feature of the broader Trudeau program.”¹

“There was substantial support for the Fellowship Program, especially in its current form (i.e., more focused on a demonstrable contribution to the public interest and to the overall Trudeau program).”¹

“Many scholars commented on the particular value of the connections made through the Trudeau community and through their contact with mentors in broadening their perspective and acquiring a sense of the role of researchers in informing public debate.”²

² Ibid., p. 7.
A Canadian institution with a national purpose, the Pierre Elliott Trudeau Foundation is an independent and non-partisan charity. It was established in 2001 as a living memorial to the former prime minister by his family, friends, and colleagues. In 2002, the Government of Canada endowed the Foundation with a donation of $125 million with the unanimous support of the House of Commons. In addition, the Foundation benefits from private sector donations in support of specific initiatives. Through its Scholarship, Fellowship, Mentorship, and Public Interaction Programs, the Foundation supports outstanding individuals who make meaningful contributions to critical public issues. Our charitable registration number is 895438919RR0001. Donations can be made at trudeaufoundation.ca/donate.

**OUR MISSION**
Through our growing community, we actively encourage talented individuals to develop audacious proposals, set and achieve ambitious goals, and interact with and teach as many people as possible. The best ideas emerge when individuals from different generations and different disciplines focus on a problem together, when technical, scientific and policy innovators are informed by outstanding communicators in bioethics, geography, history and the law, and when new patterns of human behaviour are revealed and deep cultural understanding achieved.

Our distinctive organization is devoted to the delivery of four core programs: three funding programs targeting scholars, fellows, and mentors, and a Public Interaction Program intended to promote knowledge acquisition, transfer, and exchange among our program beneficiaries and the public. The Foundation's annual activity cycle revolves around these four programs.

**OUR THEMES**
Our programs are structured around four themes, chosen to reflect the interests of the late Right Honourable Pierre Elliott Trudeau and areas of critical importance to Canada and Canadians:

- Human Rights and Dignity
- Responsible Citizenship
- Canada in the World
- People and Their Natural Environment
04
PILLARS
OF
DEMO

- CRACY
Four pillars of democracy

In many ways, the Foundation’s four themes are none other than the four pillars of democracy. And in the end, no question is more vital than that of democracy. We know that democracy is threatened on all sides, by growing inequality, environmental degradation, government’s dwindling capacity to manoeuvre in a global economy, and the repeated undermining of human rights and dignity. Like the negative of a photo, the flip side of the Foundation’s four main research areas reveals our principal sources of concern for the future.

Confirmed need and relevance

“While the Trudeau scholarships are regarded as a clear success, it is the mentorships and fellowships (particularly the former) that are seen as providing the unique value-added feature, as are the opportunities provided by the Public Interaction Program for interdisciplinary and intergenerational interchange among the scholars, fellows and mentors.

It is this community-building feature of the four programs that is correctly seen as one of the most unique and beneficial aspects of the whole Trudeau enterprise, and also the dimension that offers the greatest potential for further development in support of the mission of the Foundation.”

This year, the Foundation hired a reputed firm to conduct an external and rigorous review of its first decade of operations. Based in Ottawa, Sussex Circle has a wealth of experience in reviewing national organizations in the scientific and academic sectors. Its report concluded that “there was virtual unanimity among interviewees that the Foundation’s four programs are of benefit to Canada, for all the reasons declared by the Foundation, and that the overall program should continue.”

2 Ibid., p. 4.
Canada in the World

People and Their Natural Environment
ACHIEVEMENTS
IN 2012-2013

08
We have:

**Appointed**

ten 2013 mentors—offering $350,000 over eighteen months to ten highly accomplished Canadians from diverse backgrounds who have been paired with 2011 Trudeau scholars to help them connect with policy networks. Twenty mentors are currently enrolled in the mentorship program.

**Selected**

fourteen new 2013 Trudeau scholars—a $2.5 million commitment over up to four years to support a group of outstanding Canadian and foreign PhD students actively engaged in their fields and expected to become leading national and international figures. This year, the Foundation funded 60 scholars.

**Named**

four 2013 Trudeau fellows—an investment of $900,000 over three years in four outstanding Canadian intellectuals who have set themselves apart through their research achievements, their creativity, and their public commitment. The Foundation supported 12 fellows this year.

**Held**

twelve major public interaction events, in addition to ten other events organized by Trudeau community members or by other external partners and sponsored by the Foundation.

**Commissioned**

a new periodic review of the Foundation's four programs.

**Sustained**

our knowledge dissemination efforts, notably by editing and publishing two issues of the fourth volume of *The Trudeau Foundation Papers*.

**Completed**

a review process of the Fellowship Program with a view to leveraging the engagement of Trudeau fellows and their intellectual leadership of the Foundation.

**Engaged**

a new public relations firm to improve the public profile and visibility of the Foundation and the important work of its awardees.

**Worked**

with the Trudeau Foundation Society to sustain and nurture a network of former mentors, scholars, and fellows.

**Initiated**

the implementation of the recommendations made in a feasibility study of our fundraising initiatives.

**Identified**

Canadian universities to pilot-test co-sponsored doctoral scholarships.

**Planned**

the relocation of the Foundation's offices.

**Developed**

a bridging plan to support the Foundation's operations in the long term.
## Achievements in 2012-2013

### 2012-2013 expenses

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>A</td>
<td>Scholarship Program</td>
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<td>B</td>
<td>Public Interaction Program</td>
<td>$1,433,227</td>
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<td>C</td>
<td>Program planning and delivery</td>
<td>$1,064,794</td>
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<td>D</td>
<td>Fellowship Program</td>
<td>$880,785</td>
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<td>Administration</td>
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<tr>
<td>F</td>
<td>Investment counsel fees</td>
<td>$346,208</td>
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<tr>
<td>G</td>
<td>Mentorship Program</td>
<td>$197,666</td>
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MESSAGE
FROM THE CHAIR
12
A year of transition

The year 2012-2013 has been a year of transition and continuing growth for the Foundation. After Roy Heenan stepped down as chair of the Board in 2012, the position of president of the Foundation passed from Pierre-Gerlier Forest to Tim Brodhead, who is serving as interim president. The Board is currently seeking a new full-time president, in hopes of making an announcement in the first half of 2014. The Board of Directors also welcomed a new member, David Emerson, from Vancouver.

First, I would like to take a moment to sincerely thank PG for all the great work he did for the Foundation. Over the last seven years, PG led the foundation to new heights. The total finances of the Foundation are substantially higher than in the beginning. All programs are working successfully and PG’s magic touch for the conferences has been passed on successfully with the Tenth Annual Trudeau Foundation Conference, “Democracy in the 20th Century,” held in November 2013. Thank you, PG, and best wishes in your new endeavours.

Second, as they leave their directorship positions, I would like to thank the Honourable William G. Davis and the Honourable Marc Lalonde for their dedicated service as directors for the past years. We hope to welcome several new directors to the Board to fully reflect our aspirations for the decade ahead.

Third, even though the Foundation’s base is strong, Tim and I, along with the Board and management team, have several items on our agenda. We want to begin to fundraise from outside sources to further solidify the Foundation’s financial base in this low-interest-rate environment. Furthermore, we want to continue to offer quality selections and programs to our scholars and fellows, assisted by our mentors, and we want to maintain a dynamic set of public interaction conferences and publications to further our role of bringing new public policy ideas to the fore.

In summary, I look forward to working with the Board, the members and management, as well as the greater Trudeau community, to continue to hone the image of this great dream.
Renewal

No organization dedicated to supporting the discovery and dissemination of knowledge can allow itself to become comfortable in either its thinking or its practice. We all like our own opinions and no doubt would prefer not to subject them to intense scrutiny, but as Mark Twain observed "loyalty to petrified opinion never broke a chain or freed a human soul."

The Foundation is fortunate that each year a new cohort of scholars joins the Trudeau community, bringing with it the skepticism, impatience, and deep learning required to battle conventional wisdom. Our mentors help the scholars channel that energy into practical strategies for change, while the Trudeau fellows serve as models of what deep scholarship can achieve when applied to meeting our society's challenges.

This year has launched a period of renewal at the Foundation: a new chair and the appointment of an emeritus chair, the search for a new chief executive, and growing diversity in Board membership. These are being added to a solid foundation of core programs and the impressive achievements of the expanding community of Trudeau scholars. This was reaffirmed this year by the conclusions of the independent review of the Foundation conducted at the Board's direction and in accordance with our funding agreement with the Government of Canada. That review examined the components of the Foundation's action and concluded "it is [the] community-building feature of the four programs that is correctly seen as one of the most unique and beneficial aspects of the whole Trudeau enterprise...".

Reassured as we are by the findings of the independent review, there is no room for complacency. Canada and Canadians face many challenges, ranging from shifts in the global economy to the impact of demographic changes and the harnessing of science and technology to meet human needs. At bottom, many of these challenges are social – how we manage and adapt to change, how we use our assets for the greater good of society, how we find meaning and fulfilment. These are quintessentially the issues addressed by the humanities and social sciences; they are the issues being addressed in all their variety and complexity by the members of the Trudeau Foundation community.

TIM BRODHEAD
Interim President and CEO
TRUDEAU
DOCTORAL
SCHOLARSHIPS

«

The Trudeau community fosters a generosity of spirit that is truly remarkable. In my short time so far as a Trudeau scholar, it has already imprinted on me deeply. Conversations with scholars, mentors, fellows, invited guests, and Foundation staff have encouraged, uplifted, and inspired me.

»

ANNA-LOUISE CRAGO
2013 Trudeau scholar
at the University of Toronto
Trudeau doctoral scholarships

To make a difference, at home and elsewhere

THE BEST OF THE BRIGHTEST: A number of Trudeau scholars distinguished themselves this year. Among the awardees were Tamil Kendall and Libe Garcia Zarranz, both of whom received the Governor General’s Academic Medal; Nathan Andrews, who was listed among the Top 30 under 30; and Magaly Brodeur, who was named a Star Researcher. Alex Aylett and Prateep Nayak were each granted a Banting postdoctoral award.

TAKING POSITION: In addition to publishing articles based on their research work, Trudeau scholars are taking position in the media on issues in the headlines. For instance, Lisa Kerr has expressed her opinion on how law and order agendas are affecting Aboriginals in Canada, Taylor Owen drew attention to growing psychological trauma among city dwellers under the watch of surveillance devices such as US drones, Michael Pal wrote about voter equality, Jeremy Schmidt explained how proposed changes to Canadian water protection laws are cutting social and ecological relationships supported by water, and Bob Huish discussed the ethics of protest.

Trudeau scholarships are often said to be different from other scholarships. For one thing, they are the most prestigious humanities and social sciences scholarships in the country. But they are more than that. In addition to providing financial support for the very best university students, the Trudeau scholarship includes a travel allowance that puts fieldwork within scholars’ reach and allows the scholars to pursue their research in greater depth. The scholars are also surrounded and supported by a diverse community of experts and engaged professionals, from whose contact networks and intelligent advice they can benefit.

Studying law at the doctoral level at University College London, 2013 Trudeau Scholar Jean Frédéric Ménard is striving to develop a framework to resolve legal and ethical questions related to the medical treatment of seriously ill newborns. To that end, he is conducting a critical comparison of three jurisdictions in three countries. Fieldwork is crucial to his research. “I am examining law and ethics as applied in three neonatal intensive care units in England, France, and Quebec. My travel allowance has given me the freedom to add a major empirical dimension to my project, including interviews and discussion groups with healthcare professionals in these three jurisdictions. This allows me to draw a nuanced, in-depth portrait of the legal and ethical standards applied in these places and to develop and test an original research methodology. In short, the Foundation is giving me the means to pursue my ambitions.”

For Anna-Louise Crago, a doctoral student in anthropology at the University of Toronto, the Trudeau community has been truly inspiring. She enjoys her meetings with the other scholars, mentors, and fellows at events held by the Foundation, because they have helped and encouraged her in her current research. Since her dissertation deals with sex workers’ experience with armed conflict in the Democratic Republic of Congo, the travel allowance included in the Trudeau scholarship has been instrumental in the advancement of her studies. “The Foundation’s support, along with precious advice and tips from other scholars and Foundation staff, made it possible for me to do pilot research this summer in Central Africa and to meet with over 100 sex workers to discuss and design my research project, and I will be able to return next year to begin the research and start to document the rich and varied perspectives, experiences, and knowledge that marginalized individuals and communities living in a context of armed conflict have to share.”
The Foundation awards up to fifteen scholarships each year to support doctoral candidates pursuing research of compelling present-day concern that touches on one or more of the Foundation’s four themes. Trudeau scholars are highly gifted individuals who are actively engaged in their fields and who are poised to become national and international figures. They are encouraged to work with Trudeau mentors and fellows. Interaction with the Trudeau community, non-academic spheres, and the general public is an essential aspect of the Scholarship Program. Learn more at trudeaufoundation.ca/scholars.

220 nominations were examined in the 2013 selection process

The 2013 call for nominations opened in October 2012 and closed in December 2012

Canadian and foreign students applied through their universities

Universities can nominate up to 8 of their best students for the competition

Pre-selection and interviews were conducted by external review panels

The Board of Directors awarded 14 Trudeau scholarships in 2013

Trudeau scholars were announced by press release on 14 May 2013

The 2013 Trudeau scholarships started on 15 August 2013

The annual value of a scholarship is up to $60,000 per scholar (including an annual travel allowance of $20,000) for up to three years

Conditional fourth-year funding is available for thesis writing or dissemination projects

To date, the Foundation has supported 157 Trudeau scholars

FROM THEORY TO PRACTICE: 2004

Trudeau Scholar Colleen Davison, now adjunct assistant professor of community health and epidemiology at Queen’s University, has proposed to support population health in Mongolia by developing a community-based surveillance system using text messaging and a mobile application (www.opendatakit.org) to collect direct, real-time data about the health impacts of mining.

IN THE EXPERTS’ WORDS:

“An overwhelming majority of scholars stated that the experience had a considerable positive impact on their research, scholarly work, and career path. Many scholars commented on the particular value of the connections made through the Trudeau community and through their contact with mentors in broadening their perspective and acquiring a sense of the role of researchers in informing public debate.”

– Sussex Circle, A Review of the Pierre Elliott Trudeau Foundation, pp. 6-7

Poised to become leaders
GERALD BAREEBE
Political science, University of Toronto
Can democratic institutions survive the personalization of power? Gerald Bareebe’s research is based on case studies of recent developments in Rwanda and Uganda.

SYLVIE BODINEAU
Anthropology, Université Laval
Drawing on field research in Congo, Sylvie Bodineau is looking at how the international consensus on children’s rights relates to the experience of child soldiers.

CHIARA CAMPONESCHI
Geography, University of Guelph
Chiara Camponeschi is exploring how new approaches to citizen engagement might inform planning and environmental issues in Canadian cities.

ANNA-LOUISE CRAVO
Anthropology, University of Toronto
Among vulnerable groups victimized by armed conflict, sex workers are the most easily overlooked. Anna-Louise Crago asks whether they could be better protected.
The human rights and dignity of LGBT individuals cannot be addressed by family law alone. Kyle Kirkup wonders whether it is possible to achieve equality for LGBT community members in the domain of criminal law.

Ryan Liss seeks to determine whether a common set of fundamental justice principles can rally the nations of the world, as was done in the case of international criminal justice.

Logan Mardhani-Bayne inquires as to the extent to which the urban experience of Aboriginal communities has shaped local and national governments’ political recognition of these communities’ rights.

Legal and ethical dilemmas proliferate in the context of neonatal intensive care. Jean Frédéric Ménard is researching whether it is possible to reconcile ethics and the law in the best interests of the child.
DAVID MORGAN
Political science, Dalhousie University
David Morgan seeks to learn how the experience of survivors of armed violence can inform and improve civilian protection in conflict zones.

SOPHIA MURPHY
Resource management and environmental science, University of British Columbia
How do nations achieve food sovereignty? Sophia Murphy is exploring international and local mechanisms to improve food security.

SARA PAVAN
Political studies, Queen’s University
Sara Pavan is investigating whether the participation of ethnic and social minorities in public institutions is essential to social cohesion and trust in our political system.

ROBYN SNEATH
Education, University of Oxford
Drawing on over a century of history of Mennonite communities in Canada, Robyn Sneath is learning about how government education policies may have conflicted with Mennonites’ vision of citizenship.
LEAH TRUEBLOOD

Law, University of Oxford

Leah Trueblood is seeking to determine whether we can provide for a more just society by clarifying and improving the legal obligations we face in our daily lives.

EMILY WHITE

Legal theory and human rights, New York University

Traditionally, courts have hesitated to give emotions a place in judicial decisions. Emily White is looking into a way to use emotions in the service of human rights and dignity.
Trudeau doctoral scholarships

Trudeau scholars

2012
Nathan Andrews, University of Alberta
Sara Angel, University of Toronto
Gabrielle Bardall, Université de Montréal
Megan Daniels, Stanford University
Kerri Froc, Queen's University
Matthew Gordner, University of Toronto
Steven Hoffman, Harvard University
Lisa Kerr, New York University
Florence Larocque, Columbia University
Nehraz Mahmud, Memorial University of Newfoundland
Michael Pal, University of Toronto
Carla Suarez, Dalhousie University
Kerrie Thornhill, University of Oxford
Daniel Werb, University of British Columbia
Katrin Wittig, Université de Montréal

2011
Hassan El Menyawi, New York University
Alana Gerecke, Simon Fraser University
Claris Harbon, McGill University
Sébastien Jodoin, Yale University
Brent Loken, Simon Fraser University
Alexandra Lysova, University of Toronto
Johnny Mack, University of Victoria
Mélanie Millette, Université du Québec à Montréal
Danielle Peers, University of Alberta
Graham Reynolds, University of Oxford
Lara Rosenoff-Gauvin, University of British Columbia
Marina Sharpe, University of Oxford
Zoe Todd, University of Aberdeen
Laure Waridel, UQAM and Graduate Institute of International Studies

2010
Adolfo Agundez Rodriguez, Université de Sherbrooke
Karina Benessaih, Arizona State University
Nathan Bennett, University of Victoria
François Bourque, King’s College London
Amanda Clarke, University of Oxford
Libe Garcia Zarraz, University of Alberta
Lisa Kelly, Harvard University
Michelle Lawrence, Simon Fraser University
Scott Naysmith, London School of Economics and Political Science
Leila Qashu, Memorial University of Newfoundland
Rosalind Raddatz, University of Ottawa
Émilie Raymond, McGill University
Simon Thibault, Université Laval and Sorbonne Nouvelle
Joël Thibert, Princeton University
Erin Tolley, Queen's University

2009
Martine August, University of Toronto
Jonas-Sébastien Beaudry, University of Oxford
Magaly Brodeur, Université de Montréal
Kathryn Chan, University of Oxford
Isabelle Chouinard, Université de Montréal
Simon Collard-Wexler, Columbia University
Christopher Cox, University of Alberta
Tamil Kendall, University of British Columbia, Campus Okanagan
Jean-Michel Landry, University of California, Berkeley
Laura Madokoro, University of British Columbia
Lindsey Richardson, University of Oxford
Mark Lawrence Santiago, University of British Columbia
Jeremy Schmidt, Western University
Lisa Szabo-Jones, University of Alberta
David Theodore, Harvard University

2008
Maria Banda, University of Oxford and Harvard University
Jonathan Beauchamp, Harvard University
Andrée Boisselle, University of Victoria
Julia Christensen, McGill University
Lisa Freeman, University of Toronto
Xavier Gravend-Tirole, Université de Montréal and Université de Lausanne
Shauna Labman, University of British Columbia
Mark Mattner, McGill University
Daina Mazutis, Western University
Nicholas Rivers, Simon Fraser University
Irvin Studin, York University
William Tayeebwa, Concordia University
Christopher Tenove, University of British Columbia
Alberto Vergara Paniagua, Université de Montréal
Lilia Yumagulova, University of British Columbia

2007
Alexander Aylett, University of British Columbia
Sherri Brown, Simon Fraser University
Elaine Craig, Dalhousie University
Lucas Crawford, University of Alberta
Jessica Dempsey, University of British Columbia
Sarah Kamal, London School of Economics and Political Science
Kristi Kenyon, University of British Columbia
Leah Levac, University of New Brunswick
Jason Morris-Jung, University of California, Berkeley
Geneviève Pagé, Université de Montréal
Kate Parizeau, University of Toronto
Joshua Lambier, Western University
Jennifer Langlais, Harvard University
Myles Leslie, University of Toronto
Emily Paddon, University of Oxford
2006
Michael Ananny, Stanford University
Catherine Bélair, Université Laval
Christine Brabant, Université de Sherbrooke
May Chazan, Carleton University
Rajdeep Singh Gill, University of British Columbia
Lisa Helpès, University of Toronto
Kate Hennessy, University of British Columbia
Dawnis Kennedy, University of Toronto
Alexis Lapointe, Université de Montréal and Paris X Nanterre
Jason Luckyhoff, Université Laval
Prateep Nayak, University of Manitoba
Taylor Owen, University of Oxford
Meredith Schwartz, Dalhousie University
Samuel Spiegel, University of Cambridge
Pierre-Hugues Verdier, Harvard University

2005
David R. Boyd, University of British Columbia
Marie-Joie Brady, University of Ottawa
Caroline Caron, Concordia University
Kevin Chan, Harvard University
Astrid Christoffersen-Deb, University of Oxford
Chava Finkler, Dalhousie University
Aliette Frank, University of British Columbia
Christian Girard, Université de Montréal
Fiona Kelly, University of British Columbia
Amy Z. Mundorff, Simon Fraser University
Vincent Pouliot, University of Toronto
Emma J. Stewart, University of Calgary
Sonali Thakkar, Columbia University

2004
Jillian Boyd, University of Toronto
Ken Caine, University of Alberta
Colleen M. Davison, University of Calgary
Nora Doerr-MacEwen, University of Waterloo
Margarida Garcia, Université du Québec à Montréal
Robert Huish, Simon Fraser University
Alenia Kysela, University of Toronto
Patti-Ann LaBoucane-Benson, University of Alberta
David Mendelsohn, McGill University
Alain-Désiré Nimubona, HEC Montréal
Rebecca Pollock, Trent University
Karen Rideout, University of British Columbia
Louis-Joseph Saucier, Université du Québec à Montréal
and Paris I Panthéon-Sorbonne
Grégoire Webber, University of Oxford
In his role as mentor, Mr. Fortier has set up a variety of meetings for me with individuals whose work or business intersects with my research. For instance, my doctoral project focuses on the intersection of freedom of expression and copyright. I am also interested in copyright law and policy more broadly. Knowing my research interests, Mr. Fortier set up informational meetings for me with the CBC, Cirque du Soleil, and Analekta, among other groups. These meetings have had a significant impact on my doctoral research.

GRAHAM REYNOLDS
doctoral student in Law
at the University of Oxford
Opening doors to a wealth of experience

By offering advice and a listening ear, and by opening up their network of contacts, Trudeau mentors support Trudeau scholars in the transition from academia to the outside world. Trudeau mentors are renowned Canadian public figures from a variety of backgrounds.

Rosemary Thompson has had a prolific career in journalism and is now in charge of communications at the National Centre for the Arts. She is also a mentor to Trudeau scholars Hassan El Menyawi (Sociology, New York University) and Mélanie Millette (Communications, UQAM). She says that “being a Trudeau mentor means returning to the idealism of our younger lives, to look at society, the challenges we face collectively, and to examine how to make Canada a better country.” She readily admits that the Trudeau scholars inspire her and help her in her professional and personal life. In return, she guides them along their doctoral journey. “Our role as mentors is to listen, to understand what the scholars are trying to achieve in their academic work, and to point them in some interesting directions. Perhaps it is writing their first opinion piece for a major Canadian newspaper, or meeting a writer who is making a difference, or talking to someone in government or from the private sector who is grappling with a similar challenge.” Her scholars deeply appreciate her investment in them. “I remember sending her a piece I wrote on same-sex marriage in Islam that went on for 250 pages, and she read it. Not only that, she returned to me with questions, thoughts, and encouragement to connect to a broader audience of people. I was astounded by her passion in my work regardless of how technical it was, and the incisive advice she provided to enable the dissemination of my research,” explains Hassan El Menyawi.

The mentor of Trudeau Scholars Sébastien Jodoin (Environmental Studies, Yale) and Graham Reynolds (Law, University of Oxford) is former federal minister and senator Michael Fortier, now vice chair of RBC Capital Markets. He has opened many doors for Sébastien and Graham by introducing them to his contacts, which has been invaluable for their research. “One of the most important ways Mr. Fortier has been helpful to me has been through a series of meetings that he organized with important figures in Quebec business and politics, which contributed to my thinking about the opportunities and challenges associated with reconciling environmental, social, and economic objectives and priorities in the public and private sectors,” declares Jodoin. For his part, Michael Fortier says he learns a lot from his scholars: “Our discussions take me on intellectual pathways that are unusual for me. I live in a rather methodical, rational world that these two scholars take me out of during our conversations. I am really grateful to them for that, and I hope that our relationship will continue to be just as stimulating.”
An original experiment

The Foundation appoints up to twelve mentors each year. The Mentorship Program is an innovative experiment that seeks to forge intellectual and personal bonds between renowned Canadians with extensive experience in public life and talented doctoral students. The mentors are drawn from an array of professional backgrounds, including business, public service, law, arts, journalism, and advocacy. They enjoy a nationwide and international reputation based on achievements in their own particular field and, most importantly, are able to introduce scholars to their networks. Learn more at trudeaufoundation.ca/mentors.

- The 2013 call for nominations opened in July and closed in September 2012
- Nominations were requested from over 275 eminent nominators
- 144 nominations were examined in the 2013 selection process
- The mentors are selected by an external committee of peers
- 10 mentors were appointed in 2013
- The mentors were announced in a press release on 12 February 2013
- Their mandate began in January 2013 and will end in June 2014
- Each mentor receives a $20,000 honorarium and a $15,000 travel allowance
- To date, the Foundation has enrolled 88 mentors

FOCUS ON
FIRST NATIONS: Three documentaries by Trudeau Mentor Alanis Obomsawin are accessible on the NFB’s Aboriginal Peoples Channel. Aside from Kanehsatake: 270 Years of Resistance and No Address, her most recent film, The People of the Kattawapiskak River, exposes the housing crisis faced by 1,700 Cree in Northern Ontario, a situation that led Attawapiskat’s band chief, Theresa Spence, to ask the Canadian Red Cross for help.

IN THE EXPERTS’ WORDS: “A mentor is not an additional graduate supervisor but rather a senior person whose experience and knowledge will expand the horizons of the mentee and enable the latter to contribute more broadly to Canada in the future.”
– Sussex Circle, A Review of the Pierre Elliott Trudeau Foundation, p. 5
Trudeau mentorships

2013 Trudeau mentors

FRANOISE BERTRAND
Quebec
°
Current head of the Quebec Federation of Boards of Trade, Ms. Bertrand provides Trudeau scholars with privileged access to a broad network of businesses and business people across all economic sectors.

SUSAN M.V. CARTWRIGHT
Ontario
°
Through her stellar career of three decades in the federal public service, Ms. Cartwright has gained a wide range of management, policy, and program experience to share with the Trudeau community.

LEONARD J. EDWARDS
Ontario
°
Retired after 41 years in Canada’s public service, Mr. Edwards brings extensive experience in foreign affairs and international trade and an acute knowledge of Canada-Asia relations.

MICHAEL M. FORTIER
Quebec
°
A former senator and minister of international trade, Mr. Fortier is now vice chairman of RBC Capital Markets and has in-depth knowledge of North America’s financial and business worlds.
EVALEEN JAAGER ROY

British Columbia

A consultant in business strategy and human resources, Ms. Jaager Roy is an influential figure on Canada’s west coast. Her connections span the business, arts and culture, and non-profit sectors.

H. WADE MACLAUCHLAN

Prince Edward Island

President emeritus of the University of Prince Edward Island, expert in administrative law, constitutional law, public administration, and public policy, Mr. MacLauchlan has deep roots in Atlantic Canada.

SANDY MARTIN

Newfoundland and Labrador

Currently vice president (East Coast) for Suncor Energy, Mr. Martin helps bridge the gap between the Trudeau community and the resource extraction industry.

JESSICA L. MCDONALD

British Columbia

As a leader in fostering relationships and resolving disputes among governments, the private sector, and Aboriginal communities, Ms. McDonald is well-positioned to guide Trudeau scholars in their work.
Trudeau mentorships

MADELEINE REDFERN

Nunavut

A former mayor of Iqaluit trained in law, Ms. Redfern is a strong social advocate for Aboriginal, Inuit, and Northerners’ values and rights.

ROSEMARY THOMPSON

Ontario

An exceptional communicator, as exemplified by a stellar career in journalism both in Canada and as a foreign correspondent, Ms. Thompson helps the scholars hone their ability to disseminate their research findings.
## Trudeau mentors

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<th>Year</th>
<th>Mentors</th>
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<tbody>
<tr>
<td>2012</td>
<td>Elizabeth Beale, Cindy Blackstock, Philippe Couillard, Len Crispino, Paul Kariya, Frances Lankin, Daniel Lessard, Bernard Richard, John Sims, Chuck Strahl</td>
</tr>
<tr>
<td>2011</td>
<td>George R.M. Anderson, Margaret Bloodworth, Jacques Bougie, Joseph Caron, Rita Deverell, Chantal Hébert, Maureen McTeer, Samantha Nutt, Mary Ellen Turpel-Lafond, Robert Wright</td>
</tr>
<tr>
<td>2010</td>
<td>Guy Berthaume, Edward Broadbent, Donald W. Campbell, Maria Campbell, Roberta Jamieson, Jim Judd, Pierre Pettigrew, Edward Roberts, Guy Saint-Pierre, Jodi White</td>
</tr>
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<td>2009</td>
<td>James Bartleman, Chuck Blyth, Renée Dupuis, Ivan Fellegi, Peter Harder, Misel Joe, Carolyn McAskie, Anne McLellan, Alanis Obomsawin, Nola-Kate Seymour</td>
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<td>2008</td>
<td>Dyane Adam, Robert Fowler, Sylvia D. Hamilton, Janice MacKinnon, Louise Mailhot, Larry Murray, Alex Neve, Monica Patten, Raymond A. Speaker</td>
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<td>2007</td>
<td>Lloyd Axworthy, Ken Battle, Monique Bégin, Elizabeth Davis, Ursula Franklin, Huguette Labelle, Gordon Smith</td>
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<td>2006</td>
<td>Margaret Catley-Carlson, Raymond Chrétien, Arthur Hanson, Frank Iacobucci, Donald Johnston, Gregory P. Marchildon, David Morley, Stephanie Nolen, Sheila Watt-Cloutier</td>
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<td>2005</td>
<td>Paul Heinbecker, Irshad Manji, Elizabeth May, Morris Rosenberg, Roméo Saganash, Jeffrey Simpson</td>
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<td>2004</td>
<td>Louise Arbour, Allan Blakeney, Elizabeth Dowdeswell, Yves Fortier, Michael Harcourt, Judith Maxwell, Ken Wiwa</td>
</tr>
</tbody>
</table>
TRUDEAU FELLOWSHIPS

I plan to host several workshops to bring together academics and practitioners in order to foster research synergies that will help advance knowledge and raise public awareness about global environmental and food security issues. Access to the wider Trudeau Foundation community will also enrich my work in important ways through the exchange of ideas and insights with Trudeau scholars and mentors working on related issues.

JENNIFER CLAPP
2013 Trudeau fellow
at the University of Waterloo
Whether they are researchers or engaged artists, Trudeau fellows excel in their ability to communicate and analyze principal issues, nurture public reflection, and take leadership. They hail from a variety of disciplines in the realm of the humanities and social sciences and, through the broad freedom offered by the Trudeau fellowship to disseminate their ideas and work, and at Foundation events, they share their research and knowledge with an extensive network of intellectuals and decision-makers.

For Jennifer Clapp, political economist, and Canada Research Chair in Global Food Security and Sustainability in the Environment and Resource Studies Department in the Faculty of Environment at the University of Waterloo, the 2013 Trudeau fellowship opens up several opportunities. “I am currently focused on two primary research projects on the politics of global environmental and food security issues. The first analyzes the political challenges of bringing environmental norms more centrally into global food security governance arrangements. The second seeks to explain the forces behind the growing role of financial markets in the global food system and to deepen our understanding of the implications of this development for the politics of hunger and the environment in the world’s poorest countries. The financial support from the fellowship will enable me to devote more of my energies to research, writing, and engagement with the broader public on these important topics.”

Timothy Caulfield, Canada Research Chair in Health Law and Policy and professor in the Faculty of Law and the School of Public Health at the University of Alberta, sees his Trudeau fellowship as an unrivalled occasion to bring together policymakers and internationally renowned researchers to discuss important health and science policy issues. Professor Caulfield wants to deconstruct myths and misconceptions related to innovations in the health sector. “The Trudeau fellowship provides a truly unique opportunity to tackle how health information is produced, disseminated and used. It will allow me to draw on the pool of extraordinary Trudeau scholars and fellows to explore health myths in an interdisciplinary and comprehensive manner. Specifically, I hope to enumerate several of the health myths or misunderstandings that are having the most impact on the health and wellbeing of Canadians. Moreover, the resources provided by the Foundation will allow unique public engagement activities, including collaboration with the visual arts community in the hope of producing distinctive works of art that will facilitate a public dialogue on a range of public health issues, and grasp how and why health myths emerge and endure.”

THE SUBURB AS A BACKDROP: 2012
Trudeau fellow and professor in cinema and media at York University Janine Marchessault curated Land|Slide, a groundbreaking large-scale public art exhibition on a 25-acre property in Markham in the fall of 2013. Markham is Canada’s fastest growing and most culturally diverse city in one of the most agriculturally rich regions in North America. The exhibit attracted 30 national and international artists who explored some of the most pressing issues facing Canadians today: how to balance ecology and economy, farming and development, history and diversity.

REMEMBERING THE LOST LANDS: 2011
Trudeau Fellow Ronald Rudin has developed a website in collaboration with multimedia producer Philip Lichti. Returning the Voices to Kouchibouguac National Park tells a wide range of stories inspired by the experiences of residents whose properties were expropriated for the creation of the national park in New Brunswick in 1969.
Leading-edge research and creative work

The Foundation selects up to five fellows each year in recognition of outstanding achievement, innovative approaches to issues of public policy, and commitment to public engagement. The Foundation provides support for the fellows to make extraordinary contributions in their field through research and creative work. As the Fellowship Program grows, the fellows build a network of imaginative people working together from a variety of perspectives to address fundamental social and policy issues. Learn more at trudeaufoundation.ca/fellows.

- The 2013 call for nominations for the regular Trudeau fellowships opened in September and closed in November 2012
- Nominations were submitted by a list of 250 eminent nominators
- Nominations for 65 candidates were examined in the fellowship selection process
- Fellows were selected by an external committee of peers
- 4 fellows were appointed in 2013
- The 2013 Trudeau fellows were announced at a formal reception in Montreal on 16 October 2013 and through a press release
- Their mandate began in June 2013 and will end in May 2016
- Total value of each fellowship: $225,000 over three years
- To date, the Foundation has awarded 50 fellowships, including 4 visiting fellowships

HONOUR ROLL: The excellence of our Trudeau fellows was recognized again this year. Among the awardees were François Crépeau (Royal Society of Canada), John McGarry (Killam Prize), Ann Dale (Canada Council for the Arts Molson Prize), Joseph Yvon Thériault (2013 award from the Centre de recherche en civilisation canadienne-française), and George Elliott Clarke (4th Poet Laureate of Toronto). Jennifer Welsh was appointed special advisor on the responsibility to protect at the United Nations. Janine Brodie and John McGarry both received the Queen Elizabeth II Diamond Jubilee Medal, Roderick A. MacDonald and Rosemary Sullivan were made officers of the Order of Canada, and Beverley Diamond became a member.

WHAT THE EXPERTS SAY: “Fellows were positive about the use to which they had put their funds and about the benefits of being a Trudeau fellow. A Trudeau fellowship is welcome recognition, but not in all cases something that would dramatically change what they are doing or what they are able to do.”

– Sussex Circle, A Review of the Pierre Elliott Trudeau Foundation, p. 7
Trudeau fellowships

2013 Trudeau fellows

TIMOTHY CAULFIELD
Faculty of Law,
University of Alberta

This unrivalled communicator is debunking myths and assumptions about innovation in the health sector—from research on stem cells to diets to alternative medicine—for the benefit of the public and decision-makers.

JEAN LECLAIR
Faculty of Law,
Université de Montréal

Recognized as the foremost expert on federalism in Canada, Professor Leclair turns a critical eye on the political relationships between peoples and governments and is developing a theory of federalism that takes into account the desire for autonomy of the Quebec and Aboriginal nations.

JENNIFER CLAPP
Faculty of Environment,
University of Waterloo

Professor Clapp is a political economist wary of the effect of global trade and the influence of transnational corporations on food security and the environment in the world’s poorest countries.

KENT ROACH
Faculty of Law,
University of Toronto

A specialist in constitutional law and human rights advocate, Professor Roach has made his mark through work on security certificates in the wake of the war on terrorism and redress for the abuses of the residential schooling system.
Trudeau fellows

2012
Maria Campbell, visiting University of Ottawa  
Catherine Dauvergne, University of British Columbia  
Joseph Heath, University of Toronto  
Janine Marchessault, York University

2011
Macartan Humphreys (Columbia University), visiting the University of British Columbia  
John McGarry, Queen's University  
Haideh Moghissi, York University  
Ronald Rudin, Concordia University

2010
Janine Brodie, University of Alberta  
Sujit Choudhry, New York University  
Alain-G. Gagnon, Université du Québec à Montréal  
Steven Loft, visiting Ryerson University

2009
Isabella C. Bakker, York University  
Clare Bradford (Deakin University, Australia), visiting the University of Winnipeg  
Beverley Diamond, Memorial University of Newfoundland  
Simon Harel, Université de Montréal  
Jeremy Webber, University of Victoria

2008
François Crépeau, McGill University  
Kathleen Mahoney, University of Calgary  
John Robinson, University of British Columbia  
Rosemary Sullivan, University of Toronto  
Guy Vanderhaeghe, University of Saskatchewan

2007
William D. Coleman, University of Waterloo  
Eric Helleiner, University of Waterloo  
Shana Poplack, University of Ottawa  
William E. Rees, University of British Columbia  
Joseph Yvon Thériault, Université du Québec à Montréal

2006
Constance Backhouse, University of Ottawa  
John Borrows, University of Victoria  
Jocelyn Létourneau, Université Laval  
Barbara Neis, Memorial University  
Jennifer Welsh, University of Oxford

2005
George Elliott Clarke, University of Toronto  
Jane Jenson, Université de Montréal  
Will Kymlicka, Queen's University  
Margaret Lock, McGill University  
Philippe Poulliaouec-Gonidec, Université de Montréal

2004
Ann Dale, Royal Roads University  
Roderick A. Macdonald, McGill University  
Rohinton Mistry, writer  
Donald Savoie, Université de Moncton  
Daniel Weinstock, Université de Montréal

2003
David Ley, University of British Columbia  
Danielle Juteau, Université de Montréal  
Janice Gross Stein, University of Toronto  
James Hamilton Tully, University of Victoria
It is this community-building feature of the four programs that is seen by participants and observers as one of the most beneficial aspects of the whole Trudeau enterprise, and also the dimension that is seen as offering the greatest potential for further development in support of the mission of the Foundation.

Sussex Circle,  
_A Review of the Pierre Elliott Trudeau Foundation_, p. 23
Tapping an extensive network

Targeted seminars or large-scale conferences related to the Foundation’s four areas of action, exchanging with a community of free and creative minds, the pursuit of knowledge about crucial social issues, connections to a wide network of experts from diverse fields, discussions with experienced decision-makers, the inception and communication of seminal ideas...these are just some examples of what the Trudeau Public Interaction Program has to offer.

This year, for instance, doctoral students in law and Trudeau Scholars Lisa Kelly (New York University) and Lisa Kerr (Harvard University) organized a workshop titled “Criminal Law as Social Change: Intentions and Consequences.” The purpose of the interdisciplinary gathering was to invite academics, lawyers, and lawmakers to analyze criminal law in action, to evaluate the social costs and benefits of criminal law as a tool for social change. The scholars also sought to leverage their network in this process: “We wanted to gather Trudeau Foundation community members in order to have a thorough discussion of the national transformations in criminal law policy that have occurred in recent years. We wanted to include a range of participants: law students, judges, engaged lawyers, law professors, public health professionals and individuals affected by criminal law.” Mission accomplished: some 20 members of the Trudeau community, scholars, mentors and fellows, attended the event, as either panellists or participants, leading to discussions and an exchange of new ideas on this critical public issue.

Likewise, the international seminar “Death and Dying in the 21st Century” gathered together several Trudeau community members from a variety of fields to discuss a matter that affects us all. The conference program focused on three major issues: the quest to die with dignity, including moral and ethical questions, the place occupied by death in modern societies, and disparities in the social care given to elderly people experiencing a loss of autonomy. The conference was held in Lyon, France, in partnership with the Centre Jacques Cartier. The event was a resounding success, provoking deep reflection in participants from different fields, as explained by one of the panellists, 2010 Trudeau Mentor Guy Berthiaume: “The advancement of medical science is forcing us to ask hard questions about death and dying. The seminar in Lyon offered an opportunity to examine these ideas from a resolutely comparative perspective that put the theme in its historical, sociological, and cultural context. The discussions were fed by the opinions of practitioners and theorists from a multitude of different backgrounds: legal, medical, political, administrative, scientific, and philosophical.”

NEW VIDEOS: More and more video content is available on the Foundation’s YouTube channel. Among the conferences added this year are a conference by Trudeau Scholar Brent Loken on possible solutions for protecting Borneo’s forests and a Trudeau Lecture by Visiting Trudeau Fellow Macartan Humphreys on questions about researchers’ role in international development raised by his study in the Congo and by experimental research in general.

INTERNATIONAL PARTNERSHIP: Under an agreement concluded this year between Goodenough College and the Foundation, the College will make its short- and long-stay residential facilities in the heart of London, UK, available to members of the Trudeau community, and the Foundation will open its networks to members of the College, facilitating their liaison with Trudeau scholars, mentors, and fellows and welcoming them to Trudeau events.
Sharing with diverse audiences

The Foundation’s Public Interaction Program (PIP) is the centrepiece that brings the three grant-giving programs together. PIP events and travel and research allowances provide members of the Trudeau community with unique opportunities to learn and exchange research, ideas, and proposals and to share knowledge with colleagues from different disciplines and varied life and cultural backgrounds. The structure of our programs gives top researchers and fellows, upcoming PhD scholars, and practical-minded mentors the chance to bring their expertise together and make knowledge exchange and transfer a reality.

PIP comes to life through four types of annual Trudeau events. In addition, members of the Trudeau community are encouraged to organize PIP events on major issues of public policy that affect Canadians and global society. The Foundation also collaborates with other institutions and organizations to advance discussions in wider fields. Learn more at trudeaufoundation.ca/PIP.

IN-DEPTH DISCUSSION:
Trudeau Fellows John McGarry, Alain-G. Gagnon, and Will Kymlicka invited academics from around the world to attend their international summer institute on power-sharing in pluralistic societies. The event provided an opportunity to contrast European and Canadian experiences in terms of conflict resolution with a view to solving issues in societies where cultural minorities and majorities co-exist.

WHAT THE EXPERTS SAY:
“Reaching out to a wider Canadian audience and engaging a broader spectrum of interested Canadians in its programs and events represent, therefore, the major opportunities facing the Foundation, as well as being a critical factor in the Foundation’s longer-term success.”
– Sussex Circle, A Review of the Pierre Elliott Trudeau Foundation, p. 7

- Purpose: knowledge acquisition, knowledge transfer, and knowledge exchange
- Number of events held in 2012-2013: more than 20
- Total attendance at events this year: more than 1,700
THE RETURN OF THE SACRED AND POLITICS OF CULTURAL DIFFERENCES
Trudeau fellow and professor of sociology and women’s studies at York University in Toronto,
Haideh Moghissi gave the first Trudeau Lecture of the 2012-2013 series. The lecture was held
at Université du Québec à Montréal and organized in collaboration with its Institute for Feminist
Research and Studies. Professor Moghissi gave a captivating speech that warned of the dangers
of romanticizing non-Western cultures at the detriment of the human rights of repressed groups,
such as women. More than 45 participants attended her lecture, which will be published in the
fifth volume of the Trudeau Foundation Papers.

THE COMMON GOOD: WHO DECIDES?
Three hundred Trudeau community members, Alberta students, Canadian academics, respected
judges, local and national policymakers, and various members of the public were on hand for
the ninth Annual Trudeau Foundation Conference, which addressed what is most central – and
fragile – in today’s democracies. The conference was bookended by presentations by Trudeau
Fellow Barbara Neis and Edmonton Mayor Stephen Mandel; in between, keynote speeches by
Michael Ignatieff, Preston Manning, and Alex Himelfarb generated lively debate. Ten dialogues
with experts on global environmental negotiations, the public and the city, and other topics con-
tinued well after the dialogue sessions were officially over.

Our partners this year were BMO Financial Group (principal partner), the University of Alberta (poll
partner), and Capital Power Corporation (tour of the Art Gallery of Alberta). The Foundation also
succeeded in attracting significant coverage in major national and regional outlets – the Globe
and Mail, Le Devoir, La Presse, the Edmonton Journal, the Calgary Journal, and Radio-Canada, to
name just a few. The media reported on the national opinion survey published by the Foundation
on the eve of the conference and on the sessions and participants.

AN ACADEMIC AND CONFLICT RESOLUTION:
NORTHERN IRELAND AND OTHER HARD CASES
Professor John McGarry, 2011 Trudeau fellow at Queen’s University, gave a Trudeau Lecture at
Dalhousie University, in partnership with the Centre for Foreign Policy Studies. The event attracted
95 students, faculty members, and visitors who came to hear Professor McGarry and speak
with him after his lecture. The text of his presentation will be included in the 2013 edition of the
Trudeau Foundation Papers.

MENTOR-SCHOLAR RETREAT
This year, 19 mentors and 44 scholars met in Toronto for the annual Mentor-Scholar Retreat,
where the 2011 Trudeau scholars were introduced to the 2013 mentors. The opening dinner was
hosted by the president of Ryerson University, Sheldon Levy, and the participants visited a human
rights exhibition at the Ryerson Image Centre. The prestigious “From Ideas to Policy” lecture was
given by Charles Pascal, former executive director of the Atkinson Foundation. Some 70 partici-
pants took part in the various sessions held on each of the Foundation’s four areas of interest,
and the retreat ended with a panel on the future of Ontario in the Canadian federation, chaired
by Trudeau Mentor Frances Lankin and featuring Alexandre Brassard, Elizabeth Church, Barbara
McDougall, and Matthew Mendelsohn.
WHEN THE RESULTS ARE NOT WHAT YOU WERE LOOKING FOR: EXPERIMENTAL RESEARCH, DEVELOPMENT POLICY, AND AGENCY POLITICS IN THE CONGO

The University of Toronto’s Munk School of Global Affairs hosted a crowd of 120 last February for the Trudeau Lecture by 2011 Visiting Fellow Macartan Humphreys (University of British Columbia). In his presentation, the Columbia University professor revealed the results of a five-year study demonstrating that an international development program in which several million dollars had been invested did not achieve better results than the community programs in the control group. The students, professors, members of the public, and members of the Trudeau community then engaged in a lively question-and-answer session with Professor Humphreys about the repercussions of his research on development policies for Africa and elsewhere in the world. Professor Humphreys delivered his lecture again in London on 10 June 2013 before some 40 participants who had come to celebrate the beginning of a partnership between the Foundation and Goodenough College. The text of Professor Humphreys’ lecture will appear in the 2013 edition of the Trudeau Foundation Papers.

THE CASE FOR PUBLIC KNOWLEDGE

The president of the University of Manitoba, David Barnard, the president emeritus, Emőke Szathmáry, and some 50 other participants gathered in Winnipeg to hear the Trudeau Lecture of 2011 Fellow Ronald Rudin, of Concordia University. Professor Rudin spoke of the marginalization of the role of historians, the value placed on history by the public, and how important it is for researchers to make their research results widely available. The text of his lecture will be included in the 2013 edition of the Trudeau Foundation Papers.

PROTEST AND PUBLIC POLICY

About 120 members of the community gathered together for the first time in Prince Edward Island, at the Summer Institute, to examine protest and public policy. The highlights of the event include a speech by the former premier of the province, Alex Campbell, who spoke of a changing Canada, and a presentation by Canadian novelist Hiromi Goto, who charmed the audience at the scholars’ gala with her thoughts on personal responsibility and the creation process. The Foundation took the opportunity to publicly announce the winners of the 2013 doctoral scholarships.

SO, ARE YOU STILL A PHILOSOPHER?

2004 Trudeau Fellow Daniel Weinstock (McGill University) addressed a crowd of 200 with his Trudeau Lecture titled “So, are you still a philosopher?” at the Canadian Federation for the Humanities and Social Sciences congress. Professor Weinstock advocated a “harm reduction” approach to understanding complex social issues. He noted that he benefits from his identity as a Quebecker – as a resident of a province that does not shy away from debate on essential questions – to encourage disagreement in a free society and underscore the advantages of seeking compromise instead of insisting on consensus. The text of his lecture will be included in the 2013 edition of the Trudeau Foundation Papers.
Events supported by the Foundation in 2012-2013

19 November 2012, Lyon, France  
**DEATH AND DYING IN THE 21ST CENTURY**  
The Foundation and the Centre Jacques Cartier welcomed 175 participants to the “Death and Dying in the 21st Century” seminar in Lyon in November. Decision-makers, academics, and healthcare managers discussed the legal framework and experiences of various stakeholders in the context of assisted death, weighing the advantages and disadvantages of current approaches to this question that is both controversial and private.

22 November 2012, Edmonton, Alberta  
**BEYOND BRICKS AND MORTAR: ABORIGINAL HOUSING, HOMELESSNESS, SPACE, AND IDENTITY IN CANADA**  
This Trudeau scholars’ workshop was held on the initiative of 2011 Trudeau Scholar Zoe Todd with support from the Foundation and in partnership with the Faculty of Native Studies and the intercultural education program at the University of Alberta and Homeward Trust Edmonton. The event brought together 70 researchers and community members who are working at the local, national, and international levels to investigate the political, legal, social, and cultural relationships between Aboriginals and the federal government and to reframe the debate on Aboriginal social housing and homelessness from a perspective that offers a better understanding of the relationship between space, place, identity, and housing.

5 February 2013, Toronto, Ontario  
**CRIMINAL LAW AS SOCIAL CHANGE: INTENTIONS AND CONSEQUENCES**  
Trudeau Scholars Lisa Kelly (2010) and Lisa Kerr (2012) organized this scholars’ workshop attended by some 60 participants. Held at the University of Toronto Centre for Ethics, the event invited academics, lawyers and lawmakers to analyze criminal law in action, to evaluate the social costs and benefits of criminal law as a tool for social change, and to encourage a critical dialogue on the capacity of current legal and administrative tools to improve society.

Selected Trudeau community events in 2012-2013

11 October 2012, Kingston, Ontario  
**SLEEPING WITH AL-QAIDA**  
2008 Trudeau mentor and former United Nations envoy Robert Fowler was invited by Queen’s University to give a lecture and share his reflections on his 130-day captivity, with his colleague Louis Guay, in the hands of an Al-Qaida cell in the Sahara desert.

12-13 October 2012, Edmonton, Alberta  
**ALLIANCES/TRANSGRESSIONS/BETRAYALS: WOMEN’S WRITING IN CANADA & QUEBEC TODAY**  
2010 Scholar Libe Garcia Zarranz (University of Alberta) organized a conference with Trudeau Fellow Simon Harel in partnership with the Centre for Canadian Literature at the University of Alberta.
8 YEARS OF CRITICAL ENGAGEMENT IN NORTHERN UGANDA:
LEARNING THE HARD WAY
In the presence of some 40 participants and in collaboration with Peace Geeks, 2011 Scholar Lara Rosenoff-Gauvin presented a photo-journal of her work and travels in Uganda since 2004. Through her photos, she told the story of the conflict, the ceasefire and the presence of international institutions in the region, examining her own ethical dilemmas and positions over the years.

DIGITAL GOVERNMENT – CITIZEN ENGAGEMENT:
WHERE WE’VE GOT IT WRONG, AND HOW TO GET IT RIGHT
Amanda Clarke, 2010 Trudeau scholar, addressed 80 participants at the University of Toronto’s School of Public Policy and Governance, proposing that current approaches be abandoned in favour of innovative new partnerships between government and citizens that draw on new forms of social production made possible by the digital age and that are more promising than the models of citizen engagement inherited from traditional practices.

TRANSITION TOWARDS AN ECOLOGICAL AND SOCIAL ECONOMY
This lecture given by 2011 Trudeau Scholar Laure Waridel, doctoral student in anthropology and sociology of development, co-founder of Équiterre, eco-sociologist, author and columnist, was presented by the David O’Brien Centre for Sustainable Enterprise at the John Molson School of Business. Laure Waridel argued that building an ecological and social economy is an urgent necessity that will require thinking and action from every discipline. She reminded us that the economy is a social construction that can be changed by people. She presented inspiring initiatives and invited the 120 participants to think outside the traditional boxes of “wealth,” “performance” and “progress” in order to contribute to a more ecological and equitable future.

COMPETING NARRATIVES AND COMPETING TRUTHS OF ISRAELI-PALESTINIAN PEACE AND CONFLICT
2012 Scholar Matt Gordner worked with the Peace by Piece Initiative, a not-for-profit organization he created, to hold this interactive event, which attracted some 15 participants, students, professors, and professionals with practical knowledge of the Israeli-Palestinian conflict. Held with the support of the University of Toronto’s Multi Faith Centre, the event focused on the Israeli-Palestinian situation to help develop a model of dialogue as a corrective to the salient criticisms of traditional dialogue.

THE CHALLENGE OF COMPLEX DIVERSITY: THEORETICAL AND EMPIRICAL PERSPECTIVES FROM EUROPE AND CANADA
Organized at the initiative of Trudeau Fellows John McGarry, Alain-G. Gagnon and Will Kymlicka, this Summer Institute involved some 50 participants, with the support of Queen’s University, the Centre for Studies on Democracy and Diversity and the Research Chair on Quebec and Canadian Studies at the Université du Québec à Montréal, Responding to Complex Diversity in Europe and Canada (RECODE) and University College Dublin.

PERSPECTIVES ON EDUCATION OF CHILDREN AND YOUTH FOR HUMAN RIGHTS LEADERSHIP
This conference, organized by 2012 Mentor Bernard Richard and 2010 Scholar Aldofo Rodriguez, was part of the second annual bilingual International Summer Course on the Rights of the Child, which focused on Article 19 of the Convention on the Rights of the Child: The right to protection against all forms of violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation.
Foundation activities rely on the dedication of many friends and contributors who volunteer their time, make donations, and participate throughout the year. This is the case of the individuals who serve on our panels of external assessors and ensure the prestige and diligence of our selection process for scholars, fellows, and mentors. Foundation events also benefit from the support and advice of different partners. These men and women play a crucial role in the development of the Trudeau community, and the Foundation appreciates their enthusiasm, time, and support.

Donors
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Miro Cernetig, Vancouver, British Columbia
Jack Davis, Bragg Creek, Alberta
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Marie-Claude Prémont, Montreal, Quebec
Paule Robitaille, Montreal, Quebec
Martine Turenne, Montreal, Quebec
Michael Wernick, Gatineau, Quebec
The Trudeau Foundation Society includes over 200 members. It promotes long-term relations among the recipients of scholarships, fellowships and mentorships, to back the development of the Foundation and its community and pursue its mandate of supporting free thinkers who are examining critical issues in our society.

A new executive committee was formed for the Trudeau Society on 1 November 2013. The committee is now made up of seven members instead of four, one member for each of the Society's seven regions, including an international chapter. Dyane Adam has agreed to continue to represent Quebec, and Barbara Neis will represent Atlantic Canada until 31 August 2014. The other members have accepted three-year mandates.

Executive Committee:

President  
Jason Luckerhoff, 2006 scholar, associate professor, Department of Literature and Social Communication, Université du Québec à Trois-Rivières

Vice-president  
Dyane Adam, 2008 mentor, special advisor and consultant

Vice-president  
Marie-Joie Brady, 2005 scholar, senior policy advisor, Aboriginal Affairs and Northern Development, Government of Canada

Secretary-Treasurer  
Rita Deverell, 2011 mentor, theatre artist, broadcaster and producer

Administrator  
Mike Ananny, 2006 scholar, assistant professor, University of Southern California's Annenberg School for Communication and Journalism

Administrator  
Barbara Neis, 2006 fellow, full professor, Department of Sociology, Memorial University of Newfoundland

Administrator  
Christopher Tenove, 2008 scholar, PhD candidate in political science, University of British Columbia

The Trudeau Foundation Society plans to initiate or pursue the following activities:

- Expand its regional outreach by holding at least one event each year in each region
- Hold an activity in conjunction with the Congress of the Humanities and Social Sciences
- Hold an annual group book launch
- Attract partners to fund its activities
- Increase the Society's visibility
50
We have audited the accompanying financial statements of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation, which comprise the statements of financial position as at August 31, 2013 and 2012 and September 1, 2011 and the statements of changes in net assets, revenues and expenses and cash flows for the years ended August 31, 2013 and 2012, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

MANAGEMENT’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

AUDITOR’S RESPONSIBILITY
Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

BASIS FOR QUALIFIED OPINION
In common with many not-for-profit organizations, La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation derives revenues from the general public in the form of donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation. Therefore, we were not able to determine whether any adjustments might be necessary to donation revenue, excess of expenses over revenues and cash flows from operations for the years ended August 31, 2013 and 2012, and current assets and net assets as at August 31, 2013 and 2012 and September 1, 2011.

QUALIFIED OPINION
In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation as at August 31, 2013 and 2012 and September 1, 2011 and the results of its operations and its cash flows for the years ended August 31, 2013 and 2012 in accordance with Canadian accounting standards for not-for-profit organizations.
## Statements of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>As at August 31, 2013</th>
<th>As at August 31, 2012</th>
<th>As at September 1, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,179,711</td>
<td>494,362</td>
<td>458,810</td>
</tr>
<tr>
<td>Short-term investments (note 4)</td>
<td>826,445</td>
<td>4,218,076</td>
<td>5,303,084</td>
</tr>
<tr>
<td>Marketable securities (note 5)</td>
<td>1,375,651</td>
<td>25,855,191</td>
<td>1,677,869</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>1,212,965</td>
<td>1,481,050</td>
<td>1,585,623</td>
</tr>
<tr>
<td>Prepaid and other receivables</td>
<td>281,736</td>
<td>132,586</td>
<td>97,654</td>
</tr>
<tr>
<td><strong>Marketable securities (note 5)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property and equipment (note 6)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intangible assets (note 7)</strong></td>
<td>9,475</td>
<td>11,450</td>
<td>13,037</td>
</tr>
<tr>
<td><strong>Deferred website development costs</strong> (accumulated amortization of $69,778; August 31, 2012 – $50,843; September 1, 2011 – $26,496)</td>
<td>16,294</td>
<td>30,178</td>
<td>15,736</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>4,876,508</td>
<td>32,181,265</td>
<td>9,123,040</td>
</tr>
<tr>
<td></td>
<td>151,206,690</td>
<td>156,689,568</td>
<td>156,384,227</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>1,129,995</td>
<td>643,605</td>
<td>728,418</td>
</tr>
<tr>
<td>Current portion of fellowship prizes payable (note 8(a))</td>
<td>779,749</td>
<td>721,491</td>
<td>818,774</td>
</tr>
<tr>
<td>Current portion of scholarships payable (note 8(b))</td>
<td>1,374,125</td>
<td>1,443,652</td>
<td>1,643,382</td>
</tr>
<tr>
<td>Mentorships payable</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total Current liabilities</strong></td>
<td>3,383,869</td>
<td>3,108,748</td>
<td>3,290,574</td>
</tr>
<tr>
<td><strong>Long-term liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fellowship prizes payable (note 8(a))</td>
<td>187,650</td>
<td>227,057</td>
<td>214,468</td>
</tr>
<tr>
<td>Scholarships payable (note 8(b))</td>
<td>2,222,781</td>
<td>2,015,854</td>
<td>1,963,459</td>
</tr>
<tr>
<td><strong>Total Long-term liabilities</strong></td>
<td>2,410,431</td>
<td>2,242,911</td>
<td>2,177,927</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>5,794,300</td>
<td>5,351,659</td>
<td>5,468,501</td>
</tr>
<tr>
<td><strong>Net assets restricted for endowment purposes (note 9)</strong></td>
<td>125,000,000</td>
<td>125,000,000</td>
<td>125,000,000</td>
</tr>
<tr>
<td><strong>Net assets invested in property and equipment and intangible assets</strong></td>
<td>568,151</td>
<td>83,552</td>
<td>111,031</td>
</tr>
<tr>
<td><strong>Internally restricted net assets (notes 3 and 10)</strong></td>
<td>18,750,000</td>
<td>18,750,000</td>
<td>16,875,000</td>
</tr>
<tr>
<td><strong>Unrestricted net assets (note 11)</strong></td>
<td>1,094,239</td>
<td>7,504,357</td>
<td>8,929,695</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>145,412,390</td>
<td>151,337,909</td>
<td>150,915,726</td>
</tr>
<tr>
<td></td>
<td>151,206,690</td>
<td>156,689,568</td>
<td>156,384,227</td>
</tr>
</tbody>
</table>
## Financial Statements

### Statements of Changes in Net Assets

For the years ended August 31, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted for</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>endowment purposes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Invested in</strong></td>
<td>$</td>
<td>$(note 10)</td>
</tr>
<tr>
<td>property and equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and intangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internally</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>restricted</td>
<td></td>
<td>(note 11)</td>
</tr>
<tr>
<td><strong>Unrestricted</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance – Beginning of year</strong></td>
<td>125,000,000</td>
<td>83,552</td>
</tr>
<tr>
<td></td>
<td>18,750,000</td>
<td>7,504,357</td>
</tr>
<tr>
<td><strong>Balance – End of year</strong></td>
<td>125,000,000</td>
<td>568,151</td>
</tr>
</tbody>
</table>

### Notes:

- **Note 10**: Amounts shown above include the impact of the revaluation of the endowment. The net revaluation gain for the year ended August 31, 2013 was $12,352,000.
- **Note 11**: The company has a policy of investing a portion of the endowment in property and equipment and intangible assets. The company also has a policy of internally restricting a portion of the endowment.
## Statements of Revenues and Expenses

For the years ended August 31, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>5,116,942</td>
<td>5,629,788</td>
</tr>
<tr>
<td>Loss on disposal of marketable securities</td>
<td>(873,606)</td>
<td>(254,946)</td>
</tr>
<tr>
<td>Unrealized gain (loss) on marketable securities</td>
<td>(4,496,243)</td>
<td>1,319,985</td>
</tr>
<tr>
<td>Donations</td>
<td>253,992</td>
<td>62,882</td>
</tr>
<tr>
<td></td>
<td><strong>1,085</strong></td>
<td><strong>6,757,709</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Interaction Program (note 15(b))</td>
<td>1,433,227</td>
<td>1,589,653</td>
</tr>
<tr>
<td>Fellowship program</td>
<td>880,785</td>
<td>930,078</td>
</tr>
<tr>
<td>Scholarship program</td>
<td>1,471,188</td>
<td>1,758,662</td>
</tr>
<tr>
<td>Mentorship program</td>
<td>197,666</td>
<td>218,223</td>
</tr>
<tr>
<td>Administration (note 16)</td>
<td>532,736</td>
<td>523,184</td>
</tr>
<tr>
<td>Program planning and delivery (note 16)</td>
<td>1,064,794</td>
<td>982,105</td>
</tr>
<tr>
<td>Investment counsel fees</td>
<td>346,208</td>
<td>333,621</td>
</tr>
<tr>
<td></td>
<td><strong>5,926,604</strong></td>
<td><strong>6,335,526</strong></td>
</tr>
<tr>
<td><strong>Excess of revenues over expenses (expenses over revenues) for the year</strong></td>
<td>(5,925,519)</td>
<td>422,183</td>
</tr>
</tbody>
</table>
Financial Statements

Statements of Cash Flows

For the years ended August 31, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of revenues over expenses (expenses over revenues) for the year</td>
<td>(5,925,519)</td>
<td>422,183</td>
</tr>
<tr>
<td>Items not affecting cash and cash equivalents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of marketable securities</td>
<td>873,606</td>
<td>254,946</td>
</tr>
<tr>
<td>Unrealized loss (gain) on marketable securities</td>
<td>4,496,243</td>
<td>(1,319,985)</td>
</tr>
<tr>
<td>Amortization of property and equipment</td>
<td>31,793</td>
<td>33,669</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>2,325</td>
<td>2,721</td>
</tr>
<tr>
<td>Amortization of deferred website development costs</td>
<td>18,935</td>
<td>24,347</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(502,617)</td>
<td>(582,119)</td>
</tr>
</tbody>
</table>

**Changes in non-cash working capital components**

<table>
<thead>
<tr>
<th>Change in</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease (increase) in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest receivable</td>
<td>268,085</td>
<td>104,573</td>
</tr>
<tr>
<td>Prepaid and other receivables</td>
<td>(149,150)</td>
<td>(54,932)</td>
</tr>
<tr>
<td>Increase (decrease) in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>196,527</td>
<td>(84,813)</td>
</tr>
<tr>
<td>Fellowship prizes and scholarships payable</td>
<td>(43,749)</td>
<td>(32,029)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>271,713</td>
<td>(47,201)</td>
</tr>
</tbody>
</table>

**INVESTING ACTIVITIES**

<table>
<thead>
<tr>
<th>Activity</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of short-term investments</td>
<td>(163,718,627)</td>
<td>(43,647,457)</td>
</tr>
<tr>
<td>Proceeds on disposal of short-term investments</td>
<td>167,110,258</td>
<td>44,732,466</td>
</tr>
<tr>
<td>Purchase of marketable securities</td>
<td>(121,583,863)</td>
<td>(29,503,996)</td>
</tr>
<tr>
<td>Proceeds on disposal of marketable securities</td>
<td>119,342,390</td>
<td>29,130,735</td>
</tr>
<tr>
<td>Purchase of property and equipment</td>
<td>(228,504)</td>
<td>(6,953)</td>
</tr>
<tr>
<td>Purchase of intangible assets</td>
<td>(350)</td>
<td>(1,134)</td>
</tr>
<tr>
<td>Deferred website development costs</td>
<td>(5,051)</td>
<td>(38,789)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>916,253</td>
<td>664,872</td>
</tr>
</tbody>
</table>

**Net change in cash and cash equivalents during the year**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Net change in cash and cash equivalents during the year</td>
<td>685,349</td>
<td>35,552</td>
</tr>
<tr>
<td>Cash and cash equivalents – Beginning of year</td>
<td>494,362</td>
<td>458,810</td>
</tr>
<tr>
<td>Cash and cash equivalents – End of year</td>
<td>1,179,711</td>
<td>494,362</td>
</tr>
</tbody>
</table>
Notes to Financial Statements

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. An independent and non-partisan Canadian charity, the Foundation was established as a living memorial to the former Prime Minister by his family, friends and colleagues. The Foundation supports creative and critical thinkers who make meaningful contributions to critical social issues through fellowships, scholarships, mentorships and public interaction events.

The Foundation was officially registered with the federal government as a charitable organization on January 22, 2003.

2. Significant accounting policies

TRANSITION TO ACCOUNTING STANDARDS FOR NOT-FOR-PROFIT ORGANIZATIONS

Effective September 1, 2012, the Foundation elected to adopt Canadian accounting standards for not-for-profit organizations (“ASNPO”) as issued by the Canadian Accounting Standards Board. The accounting policies selected under this framework have been applied consistently and retrospectively as if these policies had always been in effect. The adoption of this framework had no impact on the financial position, revenues and expenses and cash flows of the Foundation, and no change occurred on the opening net asset balances as at September 1, 2011.

Certain corresponding figures from the previous year have been reclassified to conform to the current year’s presentation and the adoption of ASNPO.

No elections were made by the Foundation on transition to ASNPO.

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, short-term investments and marketable securities 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 excess of revenues over expenses.
- Interest receivable 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 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 short-term maturity, except for long-term liabilities which are recorded at the discounted value at initial recognition.
Financial Statements

MANAGEMENT ESTIMATES
The preparation of financial statements in conformity with 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 major financial institutions and balances with investment brokers.

MARKETABLE SECURITIES
 Marketable securities consist of short-, mid- and long-term debt instruments.

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

Interest
Interest is recorded on an accrual basis when collection is considered probable.

Gains and losses on disposal of marketable securities
Gains and losses on disposal of marketable securities are recorded at the date of sale and represent the difference between the sale proceeds and the cost.

FELLOWS, SCHOLARS AND MENTORS PROGRAMS
Scholarships, prizes and honoraria 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 the fellow and scholar programs are multi-year commitments, changes in amounts committed are adjusted in the year 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 as follows:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office communication equipment</td>
<td>20%</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>20%</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>25% to 33%</td>
</tr>
</tbody>
</table>

Leasehold improvements are amortized on a straight-line basis over the term of the lease.

Artwork is not amortized because the useful life is virtually unlimited.
INTANGIBLE ASSETS
Intangible assets consist of computer software, which is recorded at cost and amortized at a rate of 20%.

DEFERRED WEBSITE DEVELOPMENT COSTS
Incremental costs directly related to the development of the website and placing it into service are deferred when it is probable that they will have a future benefit. Such costs are charged to expenses on a straight-line basis over a period of three years. If the unamortized balance of these costs exceeds the expected recovery, the excess will be charged to expenses during the year.

These costs are expensed to the Public Interaction Program, as the public and internal websites are an important vehicle for enabling the exchange of information and ideas within the Trudeau Network and promoting enhanced public discourse on major societal issues (note 15).

IMPAIRMENT OF LONG-LIVED ASSETS
The Foundation reviews, when circumstances indicate it to be necessary, the carrying values of its long-lived 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 carrying amount exceeds its fair value, based on quoted market prices, when available, or on the estimated current value of future cash flows.

As at August 31, 2013, the Foundation’s capital structure consists of a $125,000,000 endowment from the federal government, internally restricted funds of $18,750,000 and unrestricted net assets of $1,094,239.

The federal government’s Funding Agreement stipulates that the original endowment not be spent, but that the income it generates 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.

Short-term investments comprise Canadian dollar denominated deposits and money market funds. These investments bear interest at floating rates of between 0.99% and 1.02% and mature no later than August 31, 2014.
Marketable securities consist of Canadian government and corporate bonds. The Foundation's investments are exclusively in bonds rated no lower than “A” by at least one recognized credit rating agency. However, bonds with a maturity of over five years carry an “AA” rating, as required by the federal government's Funding Agreement with the Foundation.

The allocation of investments in marketable securities by term is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Less than 1 year</th>
<th>1 to 5 years</th>
<th>More than 5 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2013</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fair value</strong></td>
<td>1,375,651</td>
<td>73,912,203</td>
<td>71,834,359</td>
<td>147,122,213</td>
</tr>
<tr>
<td><strong>Par value</strong></td>
<td>1,355,356</td>
<td>71,978,000</td>
<td>67,698,000</td>
<td>141,031,356</td>
</tr>
<tr>
<td><strong>Weighted average yield</strong></td>
<td>3.73%</td>
<td>2.97%</td>
<td>3.51%</td>
<td>3.24%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Less than 1 year</th>
<th>1 to 5 years</th>
<th>More than 5 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2012</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fair value</strong></td>
<td>25,855,191</td>
<td>47,880,156</td>
<td>76,515,242</td>
<td>150,250,589</td>
</tr>
<tr>
<td><strong>Par value</strong></td>
<td>25,372,650</td>
<td>45,072,000</td>
<td>67,396,000</td>
<td>137,840,650</td>
</tr>
<tr>
<td><strong>Weighted average yield</strong></td>
<td>4.57%</td>
<td>3.43%</td>
<td>3.29%</td>
<td>3.88%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated amortization</th>
<th>Net</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2013</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office communication equipment</td>
<td>16,239</td>
<td>14,362</td>
<td>1,877</td>
<td>2,346</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>85,643</td>
<td>74,820</td>
<td>10,823</td>
<td>13,528</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>96,658</td>
<td>79,843</td>
<td>16,815</td>
<td>20,096</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>838,704</td>
<td>322,474</td>
<td>516,230</td>
<td>25,201</td>
</tr>
<tr>
<td>Artwork</td>
<td>12,106</td>
<td>–</td>
<td>12,106</td>
<td>12,106</td>
</tr>
</tbody>
</table>

| **2012**       |      |                          |     |     |
| **Cost**       | 1,049,350 | 491,499 | 557,851 | 71,277 |

As at August 31, 2013, an amount of $289,863 is included in accounts payable and accrued liabilities for the acquisitions of property and equipment (2012 – nil).
7. Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Accumulated amortization</td>
</tr>
<tr>
<td>Computer software</td>
<td>54,895</td>
<td>45,420</td>
</tr>
</tbody>
</table>

8. Long-term liabilities

a) Fellowship prizes payable

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current portion of fellowship prizes payable</td>
<td>779,749</td>
<td>721,491</td>
</tr>
<tr>
<td>Long-term portion of fellowship prizes payable in year ending August 31, 2015</td>
<td>187,650</td>
<td>227,057</td>
</tr>
<tr>
<td></td>
<td>967,399</td>
<td>948,548</td>
</tr>
</tbody>
</table>

b) Scholarships payable

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current portion of scholarships payable</td>
<td>1,374,125</td>
<td>1,643,652</td>
</tr>
<tr>
<td>Long-term portion of scholarships payable in years ending August 31, 2015</td>
<td>1,056,342</td>
<td>1,066,080</td>
</tr>
<tr>
<td>2016</td>
<td>800,670</td>
<td>678,367</td>
</tr>
<tr>
<td>2017</td>
<td>365,769</td>
<td>271,407</td>
</tr>
<tr>
<td></td>
<td>2,222,781</td>
<td>2,015,854</td>
</tr>
<tr>
<td></td>
<td>3,596,906</td>
<td>3,659,506</td>
</tr>
</tbody>
</table>

Non-cash interest expenses included in program expenses bearing interest at a rate of 3.24%, calculated using the effective interest rate method, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellowship program</td>
<td>36,938</td>
<td>41,672</td>
</tr>
<tr>
<td>Scholarship program</td>
<td>144,310</td>
<td>153,576</td>
</tr>
<tr>
<td></td>
<td>181,248</td>
<td>195,248</td>
</tr>
</tbody>
</table>
In March 2002, the Foundation entered into a funding agreement with the federal government whereby the latter provided an endowment of $125,000,000 to the Foundation for the purpose of establishing the Advanced Research in Humanities and Human Sciences Fund (the “Fund”). As per the agreement, the endowment bears no interest and must be capitalized in perpetuity. Only the income derived from the endowment can be used for the purposes of the Foundation. All revenues earned are reported in the statement of revenues and expenses of the Foundation.

In the event of a default by the Foundation, the government may terminate the agreement and require the Foundation to repay the funds not otherwise committed, in accordance with the agreement.

During the years 2003 to 2012, the Foundation’s Board of Directors placed internal restrictions on a portion of the excess of revenues over expenses for the year. An annual amount of $1,875,000 is restricted each year and is capitalized to ensure the protection of the endowment as described in note 3.

In April 2013, the Board decided not to capitalize any amount when the results of the fiscal year are deficient.

Unrestricted net assets represents net assets remaining after the endowment, net assets invested in property and equipment, and all internally restricted funds have been set aside. These assets comprise two separate funds: the cumulative growth of the Fund and the Private Donations Fund. The cumulative growth of the Fund, which is an instrument the Foundation uses to effectively meet its long-term growth objectives and to support its operations as set out in note 3, consists of two subcategories: the general growth fund and the contingency fund. In April 2011, the Board approved the creation of the contingency fund, which will be used to balance the operating budget when interest income is lower than expected. The Private Donations Fund, which is not subject to the funding agreement, consists of unrestricted private donations received by the Foundation.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative growth of the Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General growth fund</td>
<td>226,927</td>
<td>5,833,135</td>
</tr>
<tr>
<td>Contingency fund</td>
<td></td>
<td>1,033,568</td>
</tr>
<tr>
<td>Private Donations Fund</td>
<td>867,312</td>
<td>637,654</td>
</tr>
<tr>
<td>Total unrestricted net assets</td>
<td>1,094,239</td>
<td>7,504,357</td>
</tr>
</tbody>
</table>

In the year ended August 31, 2013, the contingency fund has been reduced to nil to compensate for the effect that expenses over revenues would have had on the general growth fund.
12. Interest rate risk

The Foundation’s exposure to interest rate risk is as follows:

- Cash and cash equivalents: Floating rate
- Short-term investments: Floating rate
- Marketable securities: Fixed rates ranging from 1.25% to 7.40%
- Interest receivable, other receivables and all liabilities: Non-interest bearing

13. Credit risk

The Foundation invests in major government and corporate short-term and fixed income securities according to established policies. The Investment Committee monitors these investments for credit risk. Management believes that there is no significant credit risk as at August 31, 2013 and 2012.

14. Commitments

a) In the year ended August 31, 2013, the Foundation awarded 10 Mentors, 4 Fellows and 14 Scholars (2012 – 10 Mentors, 4 Fellows and 15 Scholars). The maximum amounts committed with respect to travel and meetings are as follows:

<table>
<thead>
<tr>
<th>Years ending August 31</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$858,745</td>
</tr>
<tr>
<td>2015</td>
<td>$618,000</td>
</tr>
<tr>
<td>2016</td>
<td>$310,000</td>
</tr>
<tr>
<td>2017</td>
<td>$28,000</td>
</tr>
</tbody>
</table>

b) Future minimum rental payments under operating leases for the next five years are as follows:

<table>
<thead>
<tr>
<th>Years ending August 31</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$139,606</td>
</tr>
<tr>
<td>2015</td>
<td>$151,942</td>
</tr>
<tr>
<td>2016</td>
<td>$151,942</td>
</tr>
<tr>
<td>2017</td>
<td>$169,565</td>
</tr>
<tr>
<td>2018</td>
<td>$169,565</td>
</tr>
</tbody>
</table>

c) Commitments not recorded in the books of account related to the improvement of new offices and amounted to $314,625.
The Trudeau PIP brings together all Trudeau award winners: mentors, fellows and scholars. The program supports their efforts to discuss issues in the four areas of priority identified by the Foundation. The budget for the annual Trudeau PIP is decided by the Board of Directors at its spring meeting. The program has two distinct components:

a) The travel and networking expenses ("ATA") consist of travel and research allowances granted to Trudeau program beneficiaries – Trudeau mentors, fellows and scholars – to work together on joint projects, participate in Trudeau events and disseminate their research findings and ideas. Travel and networking expenses incurred by Trudeau community members are reimbursed in accordance with Foundation policies out of the Trudeau PIP.

b) The Trudeau PIP also provides financial and logistical support for a series of events and activities, initiated by the Foundation or organized in partnership, aiming to provide opportunities to learn and exchange research ideas.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ATA</strong></td>
<td>938,785</td>
<td>1,129,053</td>
</tr>
<tr>
<td><strong>PIP events and activities</strong></td>
<td>494,442</td>
<td>460,600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,433,227</td>
<td>1,589,653</td>
</tr>
</tbody>
</table>
### Schedule of expenses

<table>
<thead>
<tr>
<th></th>
<th>Administration</th>
<th>Program planning and delivery</th>
<th>Total</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>$137,765</td>
<td>$132,975</td>
<td>$723,261</td>
<td>$698,112</td>
<td>$861,026</td>
</tr>
<tr>
<td>Professional fees</td>
<td>$217,795</td>
<td>$219,494</td>
<td>$54,134</td>
<td>$13,425</td>
<td>$271,929</td>
</tr>
<tr>
<td>Rent and occupancy</td>
<td>$23,966</td>
<td>$24,681</td>
<td>$125,822</td>
<td>$129,578</td>
<td>$149,788</td>
</tr>
<tr>
<td>Office expenses</td>
<td>$13,607</td>
<td>$15,228</td>
<td>$71,438</td>
<td>$79,946</td>
<td>$85,045</td>
</tr>
<tr>
<td>Amortization of property and equipment</td>
<td>$5,087</td>
<td>$5,387</td>
<td>$26,706</td>
<td>$28,282</td>
<td>$31,793</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>$372</td>
<td>$435</td>
<td>$1,953</td>
<td>$2,286</td>
<td>$2,325</td>
</tr>
<tr>
<td>Bank charges</td>
<td>$41</td>
<td>$42</td>
<td>$215</td>
<td>$221</td>
<td>$256</td>
</tr>
<tr>
<td>Access to Information Act and Privacy Act</td>
<td>–</td>
<td>3,982</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Communications, meetings and travel</td>
<td>$130,006</td>
<td>$115,527</td>
<td>–</td>
<td>–</td>
<td>$130,006</td>
</tr>
<tr>
<td>Outreach and communications</td>
<td>–</td>
<td>–</td>
<td>$60,896</td>
<td>$26,596</td>
<td>$60,896</td>
</tr>
<tr>
<td>Contractual</td>
<td>–</td>
<td>–</td>
<td>$369</td>
<td>$3,191</td>
<td>$369</td>
</tr>
<tr>
<td>Other employee expenses</td>
<td>$4,097</td>
<td>$5,433</td>
<td>–</td>
<td>–</td>
<td>$4,097</td>
</tr>
<tr>
<td>Recruitment costs</td>
<td>–</td>
<td>–</td>
<td>$468</td>
<td>–</td>
<td>$468</td>
</tr>
<tr>
<td></td>
<td>$532,736</td>
<td>$523,184</td>
<td>$1,064,794</td>
<td>$982,105</td>
<td>$1,597,530</td>
</tr>
</tbody>
</table>
As the Foundation enters its second decade of program operations, it has demonstrated fidelity to the original vision of its founders, a commitment to excellence and efficiency in operations, and a readiness to adapt and improve its programming wherever necessary.

The Foundation was created to build a community of scholars and creative people who are committed to a better Canada. This is perhaps the most valuable expression of the four individual programs. The challenge for the future is to sustain the quality of the programs while strengthening the synergy among them, and extending the reach and raising the visibility of its contributions across Canada.
Plans for 2013-2014

We intend to select up to fourteen new Trudeau scholars, ten mentors, and four fellows, including a Canadian Visiting Trudeau fellow. The Foundation will implement the recommendations of its review of the Fellowship Program starting with the 2014 cohort.

We plan to organize five Trudeau Lectures and hold three annual events and one international seminar. We intend to support a number of Trudeau scholars’ workshops and other public interaction events initiated by Trudeau community members.

We will take the necessary steps to engage the continuance process from Part II of the Canada Corporations Act under which the Foundation was established and the Canadian Not-For-Profit Act, which came into effect in 2011.

We will undertake a rigorous selection process to recruit a new president and CEO who will notably work toward the implementation of the recommendations from the Sussex Circle review.

We will continue to cultivate fruitful relationships with the members of our ever-expanding network, including the Trudeau Foundation Society.
Governance

The 25 members of the Foundation provide general oversight for the Foundation. Their main responsibilities include electing regular members of the Foundation, electing regular members of the Board of Directors, and hiring external auditors for the Foundation. The advice they share with the directors and the Foundation staff is invaluable, and they help the Foundation expand its network and increase its outreach across Canada and abroad.

The Foundation is also governed by 15 diverse and highly distinguished directors who oversee the $151 million in assets and an annual operating budget of $6 million. The Foundation’s Board of Directors performs duties similar to the board of any other non-profit corporation. As part of their fiduciary obligations, the Board and its committees – the Executive Committee, Audit Committee, Finance and Investment Committee, Application and Nomination Review Committee, Governance Committee – support the president and CEO in strategic decision-making and ensure that competent leadership is in place, that financial and legal responsibilities are carried out effectively, that assets are protected, and that risks are identified and managed appropriately.
MEMBERS OF THE CORPORATION
Members appointed by the family
Roy L. Heenan, Montreal, Quebec
Alexandre Trudeau, Montreal, Quebec
Justin Trudeau, Montreal, Quebec

Members appointed by the Government of Canada
Patricia E. Bovey, Winnipeg, Manitoba
Dennis M. Browne, St. John’s, Newfoundland and Labrador
Eileen E. Gillese, Toronto, Ontario

Regular Members
James A. Coutts, Toronto, Ontario
William G. Davis, Toronto, Ontario
John English, Kitchener, Ontario
Ron Graham, Toronto, Ontario
Alexander Himelfarb,* Ottawa, Ontario
Louise Houle, Montreal, Quebec, Secretary
Edward Johnson, Montreal, Quebec
Marc Lalonde, Montreal, Quebec
Frederick H. Lowy, Toronto, Ontario
Joseph MacInnis, Toronto, Ontario
John H. McCall MacBain, Geneva, Switzerland
Bruce McNiven, Montreal, Quebec, Treasurer
Robert W. Murdoch, Salt Spring Island, British Columbia
Laura-Julie Perreault,* Montreal, Quebec
P. Michael Pitfield, Montreal, Quebec
Roy J. Romanow, Saskatoon, Saskatchewan
Peter Sahlas, Paris, France
Nancy Southam,* Montreal, Quebec
Stephen J. Toope, Vancouver, British Columbia

BOARD OF DIRECTORS
Directors appointed by the family
Roy L. Heenan, founding partner, Heenan Blaikie LLP
Alexandre Trudeau,* documentary filmmaker

Members appointed by the Government of Canada
Director appointed by the Government of Canada
Marc Renaud, invited chair, Instituto Universitário de Lisboa, Portugal, and former president, Social Sciences and Humanities Research Council

Directors appointed by the members
Michel Bastarache, counsel, Heenan Blaikie LLP, former Justice of the Supreme Court of Canada
William G. Davis,* counsel, Torys LLP
David L. Emerson,** corporate director, and public policy and business advisor
Alexander Himelfarb, director, Glendon School of Public & International Affairs, York University
Chaviva Hošek,* former president and CEO, Canadian Institute for Advanced Research
Edward Johnson, vice-president, Power Corporation of Canada
Marc Lalonde,* counsel in international commercial arbitration
Paule Leduc, corporate director and former rector, Université du Québec à Montréal
John H. McCall MacBain (chair), founder, McCall MacBain Foundation and Pamoja Capital SA
L. Jacques Ménard, chairman, BMO Nesbitt Burns, and president, BMO Financial Group, Quebec
Heather Munroe-Blum, former principal and vice-chancellor and senior officer, McGill University
Patrick Pichette, senior vice-president and CFO, Google Inc.
Sean E. Riley, president, St. Francis Xavier University
Emőke J. E. Szathmáry, president emeritus, University of Manitoba

* As of 21 November 2013
** Until November 2013
*** As of 21 March 2013
The Foundation is managed efficiently and transparently, and both management and staff strive to align with best practices in the sector. The Foundation’s organizational structure is lean and flexible. The organization focuses on the delivery of its four core programs and the production cycle is intensive. During the 2012-2013 fiscal year, the Foundation had one part-time and seven full-time team members. Specific functions, namely in the areas of accounting and information services, are contracted out.

Members of the Foundation team suggest strategic directions to the Board, administer the day-to-day operations of the Foundation, support program beneficiaries, work to build up the Trudeau community, and promote the work of the Foundation within the academic community and the wider public.

Tim Brodhead, interim president and chief executive officer (as of 17 September 2013)
Emma Bell-Scollan, intern (program support, summer 2013)
Catalina Chew, administrative assistant (president)
Elise Comtois, executive director (operations)
Norah Cyprien, administrative assistant (communications)
Pierre-Gerlier Forest, president and chief executive officer (until 16 September 2013)
Jennifer Petrela, program director, Trudeau Mentorships, Fellowships, and Public Interaction Program
Elizabeth Rivera, associate director (administration)
Josée St-Martin, program director, Trudeau Doctoral Scholarships Program
Mélissa Vincelli, communications officer

New Address as of 30 September 2013:
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www.trudeaufoundation.ca
Twitter: @F_Trudeau_F
Facebook: /FondationTrudeauFoundation