



**THE PIERRE ELLIOTT TRUDEAU FOUNDATION
BUSINESS PLAN 2012-2013**

Prepared for Industry Canada

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1. BACKGROUND

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.

The Pierre Elliott Trudeau Foundation funds outstanding scholars who conduct research into crucial public issues and creates opportunities for dialogue and collaboration across organizations and disciplines around four key themes: human rights, citizenship, international relations, and the environment. Since being established, the Foundation has granted hundreds of major awards to top researchers and highly accomplished individuals, in Canada and abroad.

The Foundation is governed by a diverse and highly distinguished Board of up to 18 directors, including two directors appointed by the Minister of Industry and two representatives of the family of the late Pierre Trudeau. The directors oversee the \$156 million endowment and an annual operating budget of \$6 million, and they set policies and program directions for the Foundation.

The Mission Statement adopted by the Board of Directors inspires the work of the Foundation and shapes its Business Plan for 2012-2013.

Mission Statement

The Pierre Elliott Trudeau Foundation promotes outstanding research in the humanities and social sciences, and fosters a fruitful dialogue between scholars and policymakers in the arts community, business, government, the professions, and the voluntary sector.

The Foundation:

- *encourages emerging talent by awarding Trudeau Scholarships to the most talented doctoral students in Canada and abroad*
- *appoints distinguished Trudeau fellows and mentors for their knowledge and wisdom, to build an intellectual community to support the work of the scholars, and*
- *creates and maintains an international network of Trudeau fellows, scholars, and mentors*

Through a growing community, the Foundation actively encourages talented individuals to develop audacious proposals, to set and achieve ambitious goals, and to interact with and teach as many people as possible. We believe that 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, or the law, and when new patterns of human behaviour are revealed and deep cultural understanding is achieved.

2. FOUR CORE PROGRAMS

The Foundation is dedicated to the delivery of four core programs: three funding programs targeted towards scholars, fellows, and mentors, and a Public Interaction Program, intended to achieve knowledge acquisition, transfer, and exchange among our program beneficiaries and the public. The Foundation's annual activity cycle revolves around these four main programs.

Trudeau Mentorships

Up to twelve mentors are appointed 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. 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.

Trudeau Scholarships

Up to fifteen scholarships are awarded 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.

Trudeau Fellowships

Up to five fellows are chosen 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 fields through leading-edge 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.

Public Interaction Program

The Public Interaction Program (PIP) is the centrepiece that brings the three grant-giving programs together. The PIP events and the travel and research allowance provide unique opportunities to learn and exchange research, ideas, and proposals that focus on specific questions and to share relevant knowledge with colleagues from different disciplines and varied life and cultural backgrounds. The structure of our programs provides an opportunity for top researchers and fellows, upcoming PhD scholars, and practical-minded mentors to bring their expertise together and make knowledge exchange and transfer a reality. The PIP comes to life through four series 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. Finally, we collaborate with other institutions and organizations to advance discussions in wider fields.

3. ACHIEVEMENTS IN 2011-2012

Delivering results

The Foundation successfully delivered on all commitments made in its business plan for 2011-2012. The Foundation notably:

- ✓ **Appointed ten 2012 mentors** — offering \$350,000 for eighteen months to ten highly accomplished Canadians from diverse backgrounds who have been paired with 2010 Trudeau scholars to help them connect with policy networks. Twenty mentors are currently enrolled in the mentoring program.
- ✓ **Selected fifteen new 2012 Trudeau scholars** — a \$2.7 million commitment over up to four years to support a group of fifteen outstanding Canadian and foreign PhD students actively engaged in their fields and expected to become leading national and international figures. The Foundation currently funds 62 scholars.
- ✓ **Appointed four 2012 Trudeau fellows, including a national visiting Trudeau fellow** — an investment of \$0.9 million over three years in four outstanding Canadian intellectuals who have set themselves apart through their research achievements, creativity, and public commitment. The 2012 fellows will be publicly announced in the fall. The Foundation currently supports 13 fellows.
- ✓ **Held nine major Public Interaction events, in addition to four other events** organized by Trudeau community members or other external partners and sponsored by the Foundation.

Events hosted by the Foundation:

- Trudeau Lecture by Professor Isabella Bakker, 2009 Trudeau Fellow (York University), “Beyond the Strategic Silence: Towards the Global Economic Empowerment of Women,” Brock University, St. Catharines, ON, 29 September 2011 (45 participants).
- Eighth Trudeau Conference on Public Policy: “The Making of Citizens – Beyond the Canadian Consensus on Immigration,” Halifax, NS, 17-19 November 2011 (250 participants).
- Trudeau Mentors-Scholars Retreat, Victoria, BC, 7-9 February 2012 (70 participants).
- Trudeau Lecture by Steven Loft, 2010 Visiting Trudeau Fellow (Ryerson Gallery and Research Centre), “Meaning and Memory: Reflections on Contemporary Aboriginal Art in Canada,” University of Victoria, BC, 8 February 2012 (130 participants).
- Trudeau Lecture by Professor Jocelyn Létourneau, 2006 Trudeau Fellow (Université Laval), “History and social hope,” McGill University, Montreal, QC, 14 February 2012 (45 participants).
- Trudeau Lecture by Alain-G. Gagnon, 2010 Trudeau Fellow (Université du Québec à Montréal), “Empowerment through Different Means: Regionalism, Nationalism and

- Federalism,” St. Francis Xavier University, Antigonish, NS, 21 March 2012 (95 participants).
- Trudeau Lecture by Professor Sujit Choudhry, 2012 Trudeau Fellow (New York University), “The Globalization of the Canadian Constitution,” University of Alberta, Edmonton, Alta., 11 April 2012 (50 participants).
 - Trudeau Summer Institute, “Information and Public Policy,” Montebello, QC, 14-18 May 2012 (120 participants).
 - Trudeau Lecture by Professor Janine Brodie, 2010 Trudeau Fellow (University of Alberta), “Social Literacy and Social Justice,” Wilfrid Laurier University, Waterloo, ON, 30 May 2012, as part of the 2012 Congress of the Canadian Federation for the Humanities and Social Sciences (170 participants).

Events supported by the Foundation through the PIP:

- Conference on “Media and Religion,” co-organized by a mentor and a scholar, in partnership with the Entretiens Jacques Cartier, Montreal, QC, 3 October 2011 (105 participants).
 - Scholars workshop, “Citizenship from Coast to Coast to Coast,” organized in partnership with the Canadian Museum of Immigration at Pier 21, Halifax, NS, 17 November 2011 (33 participants).
 - Scholars workshop, “Informing and communicating otherwise,” Montreal, QC, 11-12 May 2012 (35 participants).
 - Seminar, “Activating the Heart: Storytelling, Knowledge Sharing and Relationship,” Yellowknife, NWT, 18-20 June 2012.
- ✓ **Continued to implement the Distinguished Review Panel’s recommendations and the strategic directions set in the 2010-2015 Strategic Plan.**
 - ✓ **Stabilized the staff turnover and made sound hiring decisions**
 - ✓ **Sustained our knowledge dissemination efforts**, notably by editing and publishing the third volume of *The Trudeau Foundation Papers*.
 - ✓ **Assessed and confirmed the value of the fourth-year funding offered to scholars**
 - ✓ **Initiated a review process of the Fellowship Program with a view to leverage the engagement of fellows and their intellectual leadership in the Foundation.**
 - ✓ **Hired a new public relations firm** to improve the public profile and visibility of the Foundation and the important work of its awardees.
 - ✓ **Intensified discussions with the Trudeau Foundation Society to sustain and nurture a network of former mentors, scholars, and fellows.**
 - ✓ **Proceeded with a feasibility study of our fundraising initiatives.**
 - ✓ **Worked with a former university president to set the stage for co-sponsored university scholarships with three Canadian universities.**

Contributing to solving public issues

Since its creation, the Foundation has disbursed \$36 million through its programs. Direct transfers to individuals currently account for \$25 million. The Foundation has granted 143 doctoral scholarships, attracting and retaining the brightest minds in Canada and around the world; encouraged 78 eminent Canadian public and private sector leaders to become mentors to our scholars, ensuring a balanced, common-sense approach and recognizing the practical priorities in today's public policy; and recognized the research or creative work of 46 fellows, to tap some of the world's top researchers, thinkers, and creators. Every year, each of these competitions has elicited great interest from the business community, university partners, and groups and organizations involved in public policy. The very high quality of the nominees also demonstrates that the Foundation's programs have quickly taken their place among the most coveted awards in the country, a clear indication of the cogency of our approach.

The Foundation has also dedicated considerable financial resources — \$11 million — to fostering a community of engaged citizens. The Public Interaction Program (PIP) continues to create opportunities to disseminate the ideas and profile the work of our community members to ensure our investments deliver results. The annual Trudeau Conference on Public Policy has become a highlight in the intellectual life of the country, now attracting a wide audience.

All awards granted by the Foundation follow an independent external review process. The Foundation's website (www.trudeaofoundation.ca) describes our rigorous nomination and selection processes in detail. The Foundation taps into an extensive network to form its annual File Review Committees, whose 20 members are highly qualified individuals from many walks of life, including the public service, academia, communications and the media, and the arts, who devote many hours of their time and effort to screen, discuss, and interview the outstanding individuals we support.

Although the investment returns have been lower than expected these past years, the Foundation's finances are still sound. The original \$125 million endowment has grown just over \$156 million (as of 31 May 2012), our investment portfolios are healthy, and the Foundation has so far invested considerable effort to elicit partnerships with corporate Canada to support our current and future initiatives.

4. THE YEAR AHEAD: THE SOCIAL SCIENCES AND THE HUMANITIES' CONTRIBUTION TO A SOUND ECONOMY

In its budget plan for 2012¹, the Government of Canada stressed that, "*Canada is emerging from the global economic recession. [...] The global economy remains fragile and any potential setbacks would have an impact on Canada. Canadian businesses face ever-increasing competition from emerging fast-growth countries. Our aging population will put pressure on public finances and social programs.*" The underlying issues – such as the intricacies of economic recessions, intertwined global economic

¹ *Jobs, Growth and Long-Term Prosperity. Economic Action Plan 2012.* 2012. Government of Canada, pg. 15. <<http://www.budget.gc.ca/2012/plan/pdf/Plan2012-eng.pdf>>

markets, innovation and entrepreneurial culture, demographics – which all have a direct impact on the day-to-day concerns of Canadians, illustrate the type of public questions addressed by today’s social sciences and humanities.

The Foundation’s mission is to select the best and the brightest thinkers and practitioners from Canada and abroad to address the important challenges confronting the economy and Canadian citizens over the long term. Our support of innovation and world-class research and our partnerships with leading research institutions and like-minded NGOs are but two illustrations of the Foundation’s contribution to the long-term prosperity of Canada. The year ahead will be focused on staying on course for our annual production cycle, which will be strategically managed while keeping in mind a set of issues and goals, as described below.

Stewardship of the Fund

The Foundation is conscious of the great responsibility bestowed on it by the Government of Canada in the \$125 million endowment of the Advanced Research in the Humanities and Human Sciences Fund. The Foundation is proud of this demonstration of trust and has always been committed to making sure that Canadians feel confident that this Fund is put to good use and strictly managed, according to best practices, by a conscientious team seeking the highest returns for Canadian society. The Foundation is managing the Fund rigorously, not only because of the restrictions outlined in its funding agreement with the Government of Canada and its charity status, but also because of self-imposed policies intended to meet the highest standards in the sector.

This is why the Foundation has always been open and transparent. For instance, the Foundation invites members of different walks of life to sit on its selection panels, to ensure that the funds are put to the best use, namely, to support outstanding individuals committed to finding and testing innovative solutions to public issues, and to nurture a knowledge acquisition, transfer and exchange network to share ideas that matter.

In the same spirit, the Foundation is constantly monitoring and assessing how money is drawn from the Fund and invested in Foundation programs, and seeking ways to increase the returns on the Fund. In light of the challenges of the current economy, it is part of the Foundation’s good stewardship to explore avenues to increase the performance of its portfolios and generate new sources of funding.

Maturity of the organization

The year 2012 marked the tenth anniversary of the Fund. In 2013, the Foundation will hold its tenth annual conference on public policy. In just a decade, the Foundation has designed, implemented and operated distinctive programs that address the aspirations of the social sciences and humanities’ community and strive to make a difference in the lives of Canadians. Our interdisciplinary, intergenerational, and international network of scholars are asking critical questions and building new knowledge networks that offer both significant challenges and substantive resources to public policy makers. The challenge that lies ahead resides in sustaining the momentum and managing the maturity of the organization. It requires an institutionalization

of its processes and a move away from traditional ways of doing things to state-of-the-art processes, based on a comprehensive and seamless use of information technologies, with a view to do more with our limited resources.

Building on its successes, the Foundation will also seek innovative ways to sustain the increasing demands on its programs – exemplified by an ever-increasing number of nominations and applications to its competitions and participants at its events – and to develop initiatives that are complementary to the existing programs offered by the Foundation and other organizations in Canada. The Foundation will work to further position itself as a forum where tough questions can be asked and discussed among people with various backgrounds and perspectives, either widely and publicly or in small groups around a table, and where ideas and solutions can be generated, tested, and implemented.

The Foundation also needs to expand its reach, and one of the ways to achieve this is to develop and implement a comprehensive communications plan. Past experience and recent research have shown that the Foundation has acquired a modest but credible presence in the media across the country and now needs to increase its visibility and profile, which will be instrumental to the public discussion and dissemination of ideas and essential to fundraising. As the Foundation is entering in the last year before to its second five-year periodic evaluation, these issues will be key to the next phase of its existence. The imminent overhaul of the Foundation's website and the hiring of a new public relations firm are assets in facing this challenge.

Expected outcomes

- Trudeau Mentorships

The Trudeau Mentorship Program is a popular program that matches doctoral students in the second year of their Trudeau scholarship with seasoned practitioners renowned for their contribution to Canada's public sphere. The mentor-scholar relationship can take many forms, but typically includes a mix of internet and phone communications, face-to-face meetings at Trudeau events, time together at the mentor's place of business, visits to the scholar's areas of interest, and introductions to other policymakers. The mentors' presence at Foundation events means that scholars can benefit from the experience of all the mentors, even those who are paired with other scholars. The mentors of the 2011 cohort have been unanimous in their appreciation of the opportunity to work with their scholars and take part in Foundation events, and the 2012 cohort is enthusiastic as well.

In the 2012 call for nominations, the Foundation considered a total of 149 nominations, of which 106 were new nominations received this year. Prior to being submitted for the approval of the Board of Directors, the mentorship candidates were screened and selected by an independent external File Review Committee composed of senior decision-makers, social entrepreneurs, and members of the media, business and policy communities. *Table 1* provides a list of current Trudeau mentors and demonstrates that the group indeed represents a unique and diverse pool of experience, connexion, and intellectual resources.

The Foundation will name ten mentors in 2012–2013 and will match them to the 2011 cohort of scholars.

Table 1
Active Trudeau Mentors, 2011–2012

<i>Mentor</i>	<i>Year</i>	<i>Background</i>
George Anderson	2011	President and CEO, Forum of Federations
Elizabeth Beale	2012	President and CEO, Atlantic Provinces Economic Council
Cindy Blackstock	2012	Executive Director, First Nations Child and Family Caring Society of Canada
Margaret Bloodworth	2011	Former Deputy Minister, National Defence; former National Security Advisor; former Deputy Clerk
Jacques Bougie	2011	Former President and CEO, Alcan
Joseph Caron	2011	Former diplomat; distinguished Fellow, Asia-Pacific Foundation
Philippe Couillard	2012	Strategic consultant, Groupe Secor; former Minister of Health and Social Services, Quebec
Len Crispino	2012	Former President and CEO, Ontario Chamber of Commerce
Rita Deverell	2011	Nancy's Chair in Women Studies, Mount St. Vincent University; journalist, broadcaster, and producer
Chantal Hébert	2011	Columnist, <i>L'Actualité</i> , <i>Le Devoir</i> , <i>The Toronto Star</i>
Paul Kariya	2012	Executive Director, Clean Energy Association of BC
Frances Lankin	2012	Commissioner, Review of Social Assistance in Ontario; former minister of various portfolios, Ontario
Daniel Lessard	2012	Former journalist and broadcaster, Radio-Canada; author
Maureen McTeer	2011	Author, lawyer
Samantha Nutt	2011	Founder and Executive Director, War Child Canada
Bernard Richard	2012	Former Ombudsman and Child and Youth Advocate of New Brunswick
John Sims	2012	Former Deputy Minister of Justice and Deputy Attorney General of Canada
Chuck Strahl	2012	Former federal minister of various portfolios
Mary Ellen Turpel-Lafond	2011	Provincial court judge; BC Representative for Children and Youth
Robert Wright	2011	Former President and CEO, Export Development Canada; former Deputy Minister of Finance

- **Trudeau Scholarships**

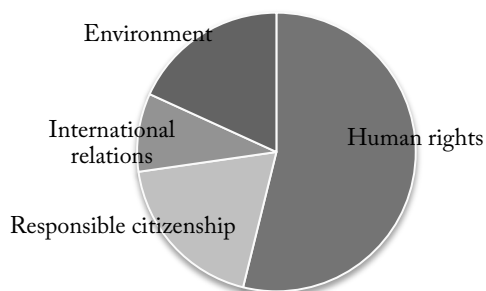
The Foundation currently supports 62 scholars (as of 30 June 2012). They come from a wide variety of disciplines and represent all regions of the country. The scholars are recruited with the expectation that they will identify and illuminate crucial emerging social issues within the four priority domains of the Foundation. The 2012 Trudeau Scholarship competition attracted 241 applications from Canadian and foreign universities. Applications were reviewed by an eight-member independent external File Review Committee, which also conducted screening interviews before presenting the Board of Directors with a list of fifteen finalists.

Since the launch of the Science and Technology Policy in 2007, the Foundation has expressed its support for this important initiative and demonstrated the Foundation’s alignment with the Ministry of Industry in putting its plan in motion. The Trudeau Scholarship Program is instrumental in this effort. The following charts illustrate the relevance of the research projects conducted by the scholars who are supported by the Foundation. They also show the distribution of the 2003-2012 Trudeau Scholars based on both the Foundation’s themes and the priorities identified in the 2007 Science and Technology Policy.

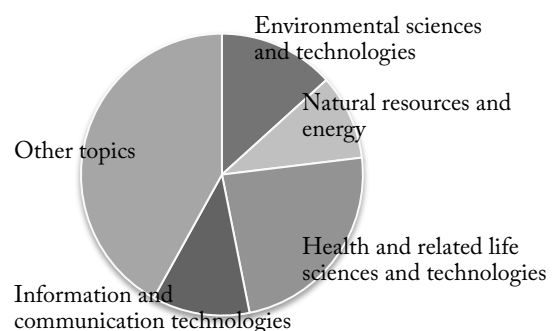
Graph 1 shows the distribution of the 143 Trudeau scholars’ work with reference to the Foundation’s four priority themes. As they are trying to tackle complex and multifaceted societal issues, most of their thesis projects are tied to more than one category. The most explored topic is human rights and dignity (54%), followed by responsible citizenship (19%), people and their natural environment (18%), and Canada in the world (9%).

Graph 2 reveals that more than one out of two (58%) Trudeau scholars are doing research directly related to one of the four priority areas outlined in the 2007 Science and Technology Policy. Overall, 24% of the projects are related to health and related life sciences and technologies, 13% of the scholars focus on questions related to environmental sciences and technologies, 11% explore information and communication technologies, and 10% of the research projects are on natural resources and energy.

Graph 1
Foundation themes and Trudeau scholars 2003-2012

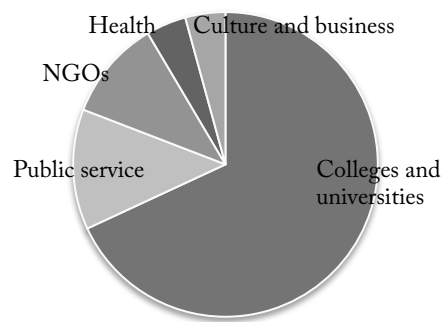


Graph 2
S & T Policy themes and Trudeau scholars 2003-2012



At least ten Trudeau scholars are expected to complete their doctoral degrees in 2012-2013, adding to a total of 85 degrees obtained since the creation of the program. Because of the level and depth of the support provided to the students, Trudeau scholars need less time on average than other doctoral students to complete their degree (5.21 years compared to 6.67 years in the field²). As intended, most of the former Trudeau scholars stay in Canada after they complete their PhD, opting mostly for career paths in higher education (68%) and the public service (13%), followed by NGOs (11%), the health sector (4%) and the culture of business world (4%) (see *Graph 3*).

Graph 3
Where do the Trudeau scholars start their careers?



The Trudeau Scholarship Program truly comes first among the Foundation’s many successes. The program has continuously attracted the very best candidates in the humanities and social sciences, from across Canada and abroad. It has rapidly imposed itself as the most prestigious doctoral award in Canada for students interested in “big” public policy issues.

The Foundation intends to select up to fifteen new Trudeau Scholars in 2013.

- Trudeau Fellowships

One of the goals of the Fellowship Program is to promote excellence in research in the social sciences and humanities by rewarding and encouraging intellectual leaders in Canadian institutions whose innovative ideas inspire others and spawn new solutions to issues of public import. Another of its goals is to inform discussion on subjects that matter to Canada’s future, by giving members of the Trudeau community—including Trudeau scholars and the practitioners the Foundation engages as mentors—and the public access to some of the country’s most outstanding and ground-breaking academics.

Since its inception, the Foundation has named 46 Trudeau fellows in eight provinces and two countries. We have received hundreds of nominations from dozens of institutions. Twenty-one Canadian universities have hosted or are presently hosting a Trudeau fellow. The disciplines in

² Darren King. 2008. Doctoral Graduates in Canada: Findings from the Survey of Earned Doctorates, 2004/2005 <<http://www.statcan.gc.ca/bsolc/english/bsolc?catno=81-595-MIE2008065>> . Culture, Tourism and the Centre for Education Statistics – Research papers. Statistics Canada Catalogue no. 81-595-M — No. 065.

which the fellows specialize range from political science and international relations to law, history, literature, sociology, philosophy, public administration, and cinema and media studies. That said, the great majority of Trudeau fellows adopt a multidisciplinary approach to their work. *Table 2* shows the titles of the Trudeau Lectures given by the fellows since 2009.

The 2012 fellows selection cycle consisted of a four-step process in which the Foundation, aided by a five-member independent external selection committee, evaluated 76 nominations in several stages before naming three regular fellows and one visiting fellow. The new cohort distinguishes itself not only by the caliber of its intellectual accomplishments, but also by its public engagement. The 2012 fellows are Catherine Dauvergne, expert in immigration and refugee law at the University of British Columbia; Joseph Heath, director of the Centre for Ethics at the University of Toronto; Janine Marchessault, Canada Research Chair in Art, Digital Media and Globalization at York University; and Maria Campbell, writer, playwright, and activist for Aboriginal rights and Visiting Fellow at the University of Ottawa.

At its meeting in November 2011, the Board of Directors appointed a committee to review the Fellowship Program to determine the extent to which the program is advancing the Foundation's mission. The committee undertook an analysis of the program since inception and met with a selection of fellows to discuss their experience with the program. The committee will pursue its work and submit recommendations to the Board in 2012-2013.

The Foundation will pursue its review of the Fellowship Program and will submit its report at the Board meeting in April 2013.

The Foundation intends to appoint four new fellows in 2013, including a third international visiting fellow.

- Public Interaction Events

The Foundation's Public Interaction Program consists of a series of dynamic events that bring members of the Trudeau community together on their own or with specialists and members of the general public in venues across the country and abroad. This year, the Foundation will venture on to the international scene to hold two events in Europe: a conference on "dying with dignity in the twenty-first century" in Lyon, France, in November 2012, and a conference on scientific integrity and peer review in Lisbon, Portugal, in March 2013. The event in France is being organized in partnership with the Centre Jacques Cartier. The event in Portugal is being organized in partnership with the Lisbon University Institute.

The largest event organized by the Foundation is the annual Trudeau Conference on Public Policy. In 2012, the conference will take place in Edmonton, Alberta, on the theme of the common good. Trudeau scholars will hold a workshop before the conference.

In February 2013, the Foundation's mentors and scholars will travel to Toronto, Ontario, for an annual meeting in which they share their research interests and experiences in order to stimulate new ideas, overcome roadblocks, and discover each other's areas of expertise. They will also attend one of the 2013 Trudeau Lectures.

Table 2
Topics explored by the Trudeau fellows in the Trudeau Lectures

<i>Fellow</i>	<i>Host university</i>	<i>Year</i>	<i>Topic</i>
Isabella Bakker	Brock University	2011	“Beyond the Strategic Silence: Towards the Global Economic Empowerment of Women”
Clare Bradford	Simon Fraser University	2010	“What Children’s Literature Tells Us”
Janine Brodie	University of Waterloo	2012	“Social Literacy and Social Justice”
Sujit Choudhry	University of Alberta	2012	“The Globalization of the Canadian Constitution”
William D. Coleman	University of Northern British Columbia	2008	“Globalization in British Columbia: A Long History?”
François Crépeau	University of Winnipeg	2009	“Dealing with Migration: A Test for Democracies”
Beverley Diamond	University of New Brunswick	2011	“Re’-Thinking: Revitalization, Return, and Reconciliation in Contemporary Indigenous Expressive Culture”
Alain-G. Gagnon	St. Francis Xavier University	2012	“Empowerment though Different Means: Regionalism, Nationalism and Federalism”
Simon Harel	University of Regina	2011	“From Migration to Homelessness: Self-Narrative and Contemporary Mobility”
Eric Helleiner	Lethbridge University	2008	“The Politics of Global Finance: Does Money Make the World Go ‘Round?’”
Jocelyn Létourneau	McGill University	2012	“History and Social Hope”
Steven Loft	University of Victoria	2012	“Meaning and Memory: Reflections on Contemporary Aboriginal Art in Canada”
Kathleen Mahoney	Concordia University	2010	“What is Justice?”
Shana Poplack	Université de Moncton	2009	“What Language Do We Speak?”
William E. Rees	Memorial University of Newfoundland	2009	“Are Humans Unsustainable by Nature?”
John B. Robinson	Ryerson University	2010	“On Beyond Zebra: Being Undisciplined in Support of Sustainability”
Rosemary Sullivan	Université de Sherbrooke	2010	“Confessions of a Biographer: Is Truth Stranger than Fiction?”
Joseph Yvon Thériault	Carleton University	2009	“Is Canada a Truly Cosmopolitan Society?”
Guy Vanderhaeghe	University of New Brunswick	2010	“Apprehending the Past: History Versus the Historical Novel”
Jeremy Webber	Université Laval	2011	“A Nationalism Neither Chauvinistic nor Closed”

The five 2012-2013 Trudeau Lectures will feature the four 2011 fellows as well as a fellow from a prior cohort. Held in different universities each year, the lectures are opportunities for the public to hear the fellows' reflections on their trajectory and their contribution to Canada's social landscape. One of the Trudeau Lectures will be part of the 2013 Congress of the Canadian Federation for the Humanities and Social Sciences, to take place in Victoria in late May/early June.

In May 2013, the Foundation will hold its first-ever event in Prince Edward Island. The annual Summer Institute is a congenial event that addresses a different aspect of public policy each year. In 2013, the theme will be protest and public policy. Scholars, mentors, fellows, and invited experts will debate various aspects of the subject over five days of networking and exchange in a retreat-like setting.

The fourth volume of *The Trudeau Foundation Papers* will be published in November 2012 and, exceptionally this year, will include two separate issues. Volume 4, number 1, will feature the four lectures given by the 2010 Trudeau Fellows as well as a lecture given by 2006 Trudeau Fellow Jocelyn Létourneau in 2011-2012. The lectures discussed the contribution of the social sciences and humanities to policymaking in today's world, federalism in a changing Canada, the globalization of Canada's constitution, modern Canadian Aboriginal art, and history as a source of social hope. Volume 4, number 2, will feature, for the first time, a collection of four texts written by Trudeau fellows and scholars on the four key themes of the Foundation, based on discussion papers prepared for the 2011 and 2012 Summer Institutes.

The Foundation will continue to support members of the Trudeau community in their organization of public interaction events. One such event, organized by a Trudeau scholar and a former Trudeau fellow, will take place in Banff in October and address women writers in Canada and Quebec.

In 2012-2013, the Foundation will hold eight Trudeau events and support at least two public interaction events and scholars' workshops organized by members of the Trudeau community.

In addition, the Foundation will co-organize two international events profiling Trudeau community members, one in Lyon, France, and one in Lisbon, Portugal.

Administrative aspects

The covenants of the Foundation are multiple and **additional reporting requirements** are being added every year from federal departments such as the Treasury Board Secretariat, regarding the administration of the Access to Information Act and the Privacy Act, and Library and Archives Canada, regarding the disposition and recordkeeping program. Having adopted a flexible, transparent and open way of doing business since its early days, the Foundation is happy to fulfil its obligations, but the increased reporting is taking its toll and slowly but surely raising the administrative costs and workload, at the risk of diverting the Foundation's limited human resources – a team of eight – from its core business.

Also, as the Foundation was established in 2001 under Part II of the Canada Corporations Act (corporations without share capital), it now has to transition to the **new Canada Not-for-Profit Corporations Act**, which establishes a new set of rules for federally incorporated not-for-profit corporations in Canada. The Foundation will work to replace its letters patent, supplementary letters patent and by-laws with new charter documents while submitting articles of continuance and creating and filing new by-laws with its Certificate of Continuance application, which must be filed by 17 October 2014. It also needs to consult with the Charities Directorate of the Canada Revenue Agency and file documents to ensure that the Foundation maintains its registered charity status. The Governance Committee and the Board of Directors recommended in April 2012 that the Foundation commission a law firm to look into the transition to the new Act, under the supervision of the Governance Committee.

Another administrative issue that will require the Foundation's staff attention this year is related to the expiration of its **office space** lease in May 2013. As the funding agreement prevents the Foundation from investing in real property, the Foundation will explore its options for leasing office space that suits its needs. The current office space is becoming too tight for the short-term needs of the Foundation – taking into account the hiring of fundraising and communications professionals as specified in the 2010-2015 Strategic Plan – and would need to be redesigned and renovated. The Foundation has hired a commercial lease broker to explore the available options, both in the building currently occupied by the Foundation and elsewhere in Montreal.

Strategic aspects

This year, the Foundation will explore ways to mitigate the impact of the current fluctuations in the market value of the Fund on the **budgeting process**. As explained in greater detail in the financial sections, the current context makes it more challenging for the Foundation to prepare a sound budget 18 months prior to the end of its financial year. The Foundation will seek professional advice and rely on the expertise of its Finance and Investment Committee and its external auditors to adopt innovative ways to plan and manage its budget.

In 2011-2012, in accordance with the 2010-2015 Strategic Plan, the Foundation hired consultants to undertake a feasibility study of the Foundation's capacity to successfully conduct a **fundraising** campaign. The consultants have submitted their final report, which assesses both the Foundation's internal capacity – in terms of human, financial, and material resources – and its stakeholders' willingness to support the Foundation's fundraising efforts. The consultants emphasized that it was imperative that each member of the Board of Directors be committed to giving and helping secure donations in support of a fundraising campaign. They also insisted that the Foundation would have to increase its communications and outreach, and especially to target potential donors, heads of corporations, and philanthropists. The consultants mentioned that the campaign preparedness phase would take about a year, and that considerable time and money would need to be invested. They noted that the projects that seemed the most promising to the 24 interviewees were the Trudeau Networks and the Trudeau-University Scholarships. The road is steep and many challenges lie ahead, but the Board of Directors has committed to appoint a Board Committee to advise and assist the president with the development of a fundraising campaign.

Finally, the Foundation is resolved to maintain productive relationships among its current and past awardees with the objective of building an innovative network of academic exchange and public engagement and nurturing communications among Canadian and international doctoral students, eminent scholars, and mentors by various means. The Foundation is doubling its efforts in this regard, and its support for the **Trudeau Foundation Society** is one way of doing so. The Society was created to provide former scholars, fellows, and mentors with platforms to continue the many relationships they developed during their formal mandate with the Foundation. The next year will focus on creating a strong regional presence, allowing members of the Trudeau community who share a similar public space to engage with public policy issues. The Trudeau Foundation Society is also exploring ways to facilitate exchange over different online platforms.

Production cycle

The Foundation programs are running at full capacity, the Foundation is efficient and transparent, and both the Foundation management and the staff are striving to embrace the best practices in the sector. The Foundation's organizational structure is lean and flexible, focused on the delivery of our four core programs, and the production cycle is intensive. *Table 3* presents a simplified calendar describing the Foundation's programming milestones for the upcoming year.

5. BUDGET IMPLICATIONS

Program costs

Overall budget framework for programs

For budgetary purposes, the core programs of the Foundation are as follows.

Mentorships are tenable for eighteen months. The honorarium is \$20,000 for the duration of the term. An additional \$15,000 per term is available to cover approved travel and networking expenses associated with events and joint projects undertaken within the framework of the Foundation's programs.

For accounting purposes, the honorarium is reflected in the Mentorship Program budget, whereas the annual travel and networking allowance is part of the Public Interaction Program budget.

Scholarships are tenable for three years, with a possible fourth-year extension to allow the scholar to either complete their doctorate or undertake a dissemination project. The Foundation offers this extension only where there is strong evidence that the doctorate will be completed during the fourth year or on proof of an exceptional dissemination opportunity. Supervisors are requested to provide detailed reports on the students' progress. The current stipend is \$40,000 per year (\$35,000 per year for pre-2009 cohorts), covering the cost of tuition and reasonable living expenses. An additional \$20,000 per year (\$15,000 per year for pre-2009 cohorts) is available to support approved research-related travel and to cover networking expenses associated with events and joint projects undertaken within the framework of the Foundation's programs.

Table 3
Foundation production cycle for 2012-2013

<i>Date</i>	<i>Activity</i>
September 2012	Public Announcement: 2012 Fellows
September 2012	Nomination Deadline: 2013 Mentorships
September 2012	Call for Nominations: 2013 Fellowships
September 2012	Call for Applications: 2013 Scholarships
September 2012	Submission of Info Source Chapter on ATIP* to Treasury Board Secretariat
October 2012	Trudeau Lecture (Montreal, Que.)
October 2012	Selection Process: 2013 Mentors
October 2012	Annual external audit
November 2012	Nomination Deadline: 2013 Fellowships
November 2012	Board Meeting and Annual Meeting of the Members
November 2012	Trudeau Conference on Public Policy
December 2012	Nomination Deadline: 2013 Visiting Fellowship (international)
December 2012	Nomination Deadline: 2013 Scholarships
December 2012	Submission of 2011-2012 Annual Report to the Minister of Industry
January-February 2013	Selection Process: 2013 Fellows
February 2013	Public Announcement: 2013 Mentors
February 2013	Trudeau Mentors-Scholars Retreat (Toronto, Ont.)
February 2013	Trudeau Lecture (Toronto, Ont.)
February-March 2013	Selection Process: 2013 Scholars
April 2013	Board Meeting
May 2013	Public Announcement: 2013 Scholars
May 2013	Trudeau Summer Institute
May 2013	Submission of Statistics on ATIP* to Treasury Board Secretariat
May 2013	Submission of 2012-2013 Annual Report on ATIP* to Parliament
June 2013	Trudeau Lecture (Victoria, B.C.)
June 2013	Submission of 2013-2014 Business Plan to the Minister
June 2013	Call for Nominations: 2014 Mentorships
August 2013	Financial Year-End

* The Foundation has been subject to the *Access to Information Act* and the *Privacy Act* since 1 April 2007.

The Trudeau Scholarship allows for the accumulation of awards each year in amounts up to the annual stipend plus \$10,000. When a scholar's total external awards in a given year exceed \$10,000, the stipend for that year is reduced by the amount in excess of \$10,000. The annual travel and research allowance (ATA) of \$20,000 is not reduced by outside scholarship income. Unused balances generated by a given cohort are available to fund the fourth-year extension for the cohort.

Where a fourth-year extension is granted for the completion of doctoral studies, the scholar receives both a stipend and an annual travel and research allowance for up to 12 months' time, based on the budget available plus the annual equivalent of \$2,000 for the ATA. Dissemination extensions, also granted for up to 12 months, provide the scholar with a networking and publishing allowance of up to \$15,000. All such stipends are subject to the award accumulation restriction and available funding.

For accounting purposes, the stipend is reflected in the Scholarship Program budget, whereas the annual travel and research allowance comes out of the Public Interaction Program budget.

Fellowships are valued at \$225,000 each and are tenable for three years. As of the nomination of the 2010 fellows, all newly named fellows will each receive a \$50,000 prize, with the remaining \$175,000 transferred to their university and available throughout their three-year mandate with the possibility of transferring unspent funds to a fourth year. This arrangement facilitates appropriate accountability for an expansive range of eligible activities — including research, creative activities, knowledge dissemination, and professional development — while assuring the full and effective use of the Fellowship prize. This new administrative structure mimics the payment schedule of the Visiting Trudeau Fellowship, which was successfully launched in 2009 and remains an integral part of the Fellowship Program budget.

For accounting purposes, commencing with the 2010 budget, the full award — \$225,000 per fellow — is reflected under the Fellowship Program.

With the specific mandate to build “an innovative network of study and exchange,” the annual travel, research, and networking allowance component of each of the funding programs constitutes the bulk of the **Public Interaction Program** (PIP) budget. In any given year, the allowance may be drawn on by as many as 60-75 scholars (\$15,000-\$20,000 per scholar), and 20 mentors (\$15,000 per mentor).

The balance of the PIP budget consists mainly of expenses for one-time and regular annual events, the costs to maintain and update the Foundation website, and communication expenses for public engagement activities.

Budgeted program costs for 2012-2013

- Mentorships

The Mentorship Program budget reflects the selection costs and honoraria of ten new mentors starting in January 2013. Two groups of mentors will be active in fiscal 2012-2013.³

- Scholarships

The single largest program expense is base awards to the scholars. The 2013 budget anticipates fifteen new scholars, each entitled to \$120,000 paid over a period of three to four years. Fourth-year extensions for earlier cohorts will be covered by existing reserves created by the external prizes that have been awarded to our scholars.⁴

- Fellowships

The Fellowship Program's budget represents the third largest budgetary envelope among the program costs, after the Scholarship Program and the Public Interaction Program, reflecting the selection costs and full award value committed to the four fellows to be appointed in 2013.⁵

- Public Interaction Program

The Public Interaction Program's steady growth since fiscal 2006 stems mainly from the increasing use of annual travel, networking, and research allowance funds by fellows, mentors, and scholars. As different cohorts of fellows, scholars, and mentors are now participating alongside each other in any given year, the costs can be expected to rise steadily year over year until saturation levels are reached.

In addition, the PIP program activities continue to develop, with an ever-increasing participation rate from the Trudeau community and a wider public at the four major annual events and the annual rotation of venues across the country, to reflect the national mandate and presence of the Foundation. The Foundation also tries to cultivate its international reach by organizing events abroad every other year.

The fundraising campaign will enhance the PIP's financial structure.

³ The ten Mentors who started in January 2012 will be funded in 2012 and 2013, and the 2013 mentors will be funded in 2013 and 2014.

⁴ The Scholarships are expensed in a lump sum each year in order to comply with accounting standards. In fact, however, four cohorts will receive funding at some time during fiscal 2013. In addition to the fifteen 2013 scholars, scholars from the 2009 cohort will be receiving the last of their fourth-year funding at the beginning of fiscal 2013, as the 2010 cohort receives their third-year instalments, the 2011 cohort scholars their second-year instalments, and the 2012 cohort their first-year instalments.

⁵ These Fellowships are expensed in a lump sum each year in order to comply with accounting standards. In fact, however, four groups of fellows will be receiving funding during fiscal 2013, being at various stages of their respective awards: the 2010 fellows receiving funding from 2010-2013; the 2011 fellows from 2011-2014; the 2012 fellows from 2012-2015. The 2013 fellows will receive their funding from fiscal 2013 through fiscal 2016.

Operating costs

Overall budget framework and budgeted costs for 2012-2013

The funding agreement with the Government of Canada allows the Foundation to spend up to 1.50% of the total value of the Fund on “operating costs.” The budget for 2012-2013 projects an expenditure of roughly 1.31% of total net assets on operating costs, which include investment counsel fees, administrative expenses, all program planning and delivery expenses, and costs related to the Foundation’s obligations under federal legislation such as the Access to Information Act and the Privacy Act.

In response to the first five-year periodic review and in agreement with its latest strategic plan, the Foundation has made staffing adjustments in order to establish an appropriate and sustainable infrastructure. Fiscal 2012-2013 reflects one part-time and seven full-time staff members, as well as the continued use of contract workers for specific functions. Taking into account the nature of staff activities, staffing costs are allocated in a proportion of 83% to the programs and 17% to administration.

Investment counsel fees, which are based on the portfolio’s fair market value, fall squarely within the range typical of fixed-income portfolios.

- Wage adjustments and cost of living increases result in a modest increase to the 2012-2013 Administrative and Program Delivery budgets.
- Recourse to external professional services is reflected in the 2012 latest estimate and the 2012-2013 budget, allocated to both the Administrative and Program Delivery budgets.
- In spite of the recommendations made in the Five-Year Review in regard to fundraising, the strategic expenses related to fundraising included in the 2012-2013 Administrative budget was reduced to \$25,000 due to budget constraints.
- The increase of the occupancy costs results from a provision to cover an anticipated 15% rent increase following the renewal of the office space lease, which expires in May 2013.
- The Foundation has been subject to the Access to Information and Privacy Acts (“ATIP”) since April 2007. A certain number of processes have been established to ensure compliance with these acts and, pending instructions from Library and Archives Canada, some additional investments will be required to comply with the Library and Archives Act triggered by ATIP. The actual costs may vary widely from year to year. As per Industry Canada’s directive, these costs are absorbed by the operating costs budget and, as such, fall within the 1.5% spending cap mentioned earlier. The 2012-2013 budget includes a provision of \$20,000 for costs related to ATIP and Library and Archives compliance.
- The 2012-2013 budget includes a provision of \$55,000 related to the preparation of the next five-year periodic evaluation.
- The decision to develop and implement a comprehensive communications plan resulted in an increase of \$50,000 in the 2012-2013 Administrative and Program Delivery budgets.

- The 2012-2013 Program Delivery budget reflects the projected sum of \$50,000 for the organization of two international events.
- Anticipated costs of \$15,000 for the completion of the website are included in the 2012-2013 Program Delivery budget. The new site will be launched in the fall of 2012, and new functionalities will be added regularly to better address the needs of our community.

6. INVESTMENT PERFORMANCE

The Foundation's efforts to protect the value of our portfolio over the last few years have paid off in 2012. On 31 May 2012, the fair market value of the Fund stood at \$156,547,479, compared to \$152,417,811 on the same date in 2011. By following the investment strategies of the best managed funds in the sector, the Foundation has been able to protect the purchasing power of the endowment fund, despite the fact that sizeable amounts are drawn from the Fund every year to support the ongoing programs and activities of the Foundation.

Overall, the rate of return on the portfolios for the 12-month period ending 31 May 2012, was 6.91%, up from the 5.71% posted in May of the previous year. As the table below reveals, the rate of return since the creation of the Fund has been 5.55%, compared to the reference index of 5.80%. Over the 12 months ending 31 May 2012, \$5.95 million was funnelled from the investments to the chequing account to cover the Foundation's ongoing administrative and program expenses.

According to the projections of the portfolio managers for our fiscal year ended 31 August 2012, the performance return of our investments will be around 3.7% and the fair market value will stand at approximately \$156.8 million on 31 August 2012.

The Foundation closely follows the work and transactions of its portfolio managers. It has established fruitful relationships with BMO Asset Management and Phillips, Hager and North Investment Management, the RBC institutional investment branch that took over the \$48 million portfolio in early 2011. In addition to regular follow-up throughout the reference year, a special meeting with the fund managers was held in March 2012 to re-evaluate the investment options open to us under our guidelines. It was decided to review the mix of fixed income to provide better returns while avoiding potential losses of capital.

The steps taken by the Foundation and our proactive stance under these circumstances are detailed in the next section.

Table 4

Average annual compounded rate of return of investments (gross of fees)

Market value, 31 May 2012

	BMO Rate of return	RBC/PHN Rate of return	Combined Rate of return
	9 May 2002	31 October 2002	
Rate of Return , inception to 31 May 2012	5,74%	5,14%	5,55%
vs	vs	vs	vs
Benchmark	5,81%	5,77%	5,80%
DEX MT (50%), ST (50%) bond govt / bond			
One-year Rate of Return to 31 May 2011	7,21%	6,26%	6,91%
vs	vs	vs	vs
Benchmark	7,41%	7,29%	7,37%
DEX MT (50%), ST (50%) bond govt / bond			
Total funds invested	\$ 94 553 920	\$ 31 936 913	\$ 126 490 833
Investment Counsel fees	\$ 2 141 618	\$ 1 372 441	\$ 3 514 059
Transferred to operating	\$ 42 189 871	\$ 707 687	\$ 42 897 558
Total cash withdrawn	\$ 44 331 488	\$ 2 080 128	\$ 46 411 616
Market value - 31 May 2012	\$ 107 931 747	\$ 48 615 732	\$ 156 547 479
Market value - 31 May 2011	\$ 106 611 516	\$ 45 806 295	\$ 152 417 811
	69%	31%	100%
Benchmarks:			
DEX MT (50%), ST (50%) bond govt index	... bond index	

7. FINANCIAL ISSUES

Interest rates, which have remained at their lowest level since the creation of the Foundation, continued to exert significant pressure on income and cash flow in 2012. Moreover, effects are still being felt from the changes to the Trudeau Fellowship Program that prevent the use of unused sums to fund other initiatives. Insufficient rates of return, combined with the impact of the change in the Fellowship Program, have forced the Foundation to delay the hiring of additional staff members required to set up a fundraising campaign, which has become unavoidable to ensure the Foundation's long-term survival.

Over the next year, the Foundation will step up efforts to establish partnerships for the new Trudeau-University Scholarships and the related mentoring. While awaiting the hiring of a Director, Revenue Development, the Foundation has retained the services of an external consultant whose mandate is to promote the new scholarships to Canadian universities. The Foundation also continues to work with partners and donors to support its events and activities.

Despite efforts to maintain tight control over operating and program expenses in 2012, the Foundation has been obliged, for the third year in a row, to reduce the number of fellows to four, thereby reducing the financial commitment in the following years.

Furthermore, the marked reduction in interest income has forced management to take a variety of steps to mitigate the impact on the Foundation's programs and activities.

- Following an in-depth analysis of the interim results last March for the preparation of 2012 projections and the proposed budget for 2013, decisions were made to reduce certain budget items.
- A periodic analysis process for the interest income has been set up to compare interest income with budgeted income. In this regard, the Foundation has established better communications with the portfolio managers in order to conduct a more thorough analysis of the performance of the investment portfolios.
- A periodic monitoring process for administrative and program expenses has been established to review incurred and projected expenses and take proactive measures to ensure the budget is not exceeded.
- The Foundation has developed a variety of management reports that allow it to monitor income and expenses more closely.

In the coming months, the Foundation will examine various methods of mitigating the impact of changes in the market value of the portfolios on the budgeting process. To this end, it will analyze the budgeting models used by comparable foundations and organizations. It will also seek out expert advice and draw on the expertise of its finance and investment committee and its external auditors to adopt new ways to plan and manage its budget.

In sum, the Foundation's strategy to mitigate the financial issues focuses on three areas: an analysis of the investment strategy and fund management, a renewal of the budgeting approach, and the intensification of efforts to protect the endowment.

Appendix A Financial information

Statement of Financial Position as at 31 August

	2012 ¹ budget	2011 ¹ latest estimate	2011 audited	2010 audited	2009 audited	2008 audited	2007 audited	2006 audited
Assets								
Current Assets								
Cash			458 810	406 342	373 116	1 886 055	217 029	233 632
Short-term investments			5 303 084	1 738 502	788 062	938 442	37 781	42 712
Investments in fixed-income securities (note 2)			148 812 289	151 764 446	148 530 815	142 517 954	140 126 149	139 098 186
Interest receivable			1 585 623	1 634 735	1 683 313	1 938 699	1 987 910	1 900 835
Other receivable			97 654	103 917	97 403	163 407	97 108	104 438
			156 257 460	155 647 942	151 472 709	147 444 557	142 465 977	141 379 803
Capital Assets, gross								
Capital Assets, accrued depreciation			577 443	566 852	561 413	547 553	544 671	525 742
Capital Assets, net			466 412	428 840	389 786	349 207	306 350	261 270
Deferred website development costs, gross								
Deferred website development costs, accrued amortization			42 232	200 683	179 396	171 413	171 413	171 413
Deferred website development costs, net			26 496	183 831	174 074	171 413	161 873	144 000
			15 736	16 852	5 322	0	9 540	27 413
			156 384 227	155 802 806	151 649 658	147 642 903	142 713 838	141 671 688
Liabilities								
Current Liabilities								
Accounts payable and accrued liabilities			728 418	307 634	456 822	279 250	216 490	156 639
Deferred revenue			0	0	0	46 153	46 153	0
Current portion of fellowship prizes payable			818 774	890 022	597 514	608 279	625 000	625 000
Current portion of scholarship prizes payable (note 3)			1 643 382	1 686 890	1 337 398	938 186	798 452	841 736
Current portion of mentorships payable			100 000	100 000	100 000	95 000	90 000	100 000
			3 290 574	2 984 546	2 491 734	1 966 868	1 776 095	1 723 375
Long-term liabilities								
Fellowship prizes payable			214 468	300 886	402 105	466 810	500 000	500 000
Scholarships payable			1 963 459	1 881 470	2 011 263	1 917 560	1 515 000	1 327 000
			2 177 927	2 182 356	2 413 368	2 384 370	2 015 000	1 827 000
Total Liabilities			5 468 501	5 166 902	4 905 102	4 351 238	3 791 095	3 550 375
Net Assets								
Net assets restricted for endowment purposes	125 000 000	125 000 000	125 000 000	125 000 000	125 000 000	125 000 000	125 000 000	125 000 000
Net assets invested in capital assets	48 585	79 231	111 031	138 012	171 627	198 346	238 321	264 472
Reserve against inflation (note 4)	20 625 000	18 750 000	16 875 000	15 000 000	13 125 000	11 250 000	9 375 000	7 500 000
Foundation's private donations fund (note 5)	636 427	620 904	556 047	557 058	380 109	339 805	336 269	278 790
Unrestricted net assets	476 497	1 033 568	1 033 568	9 940 834	8 067 820	6 503 514	3 973 153	5 078 051
Unrestricted Contingency Fund note 6)	2 978 415	5 643 394	7 340 080					
	149 764 924	151 127 097	150 915 726	150 635 904	146 744 556	143 291 665	138 922 743	138 121 313
			156 384 227	155 802 806	151 649 658	147 642 903	142 713 838	141 671 688

Note 1.

Years 2011 and 2012 are subject to year-end adjustments.

Note 2.

Beginning with fiscal year 2008, fair-value accounting (mark-to-market) is in effect for investment assets, and interest revenues will be measured using the effective interest method.

Note 3.

Scholarship reductions due to external awards were previously returned to the general Fund. Beginning 2008, any such savings are reserved to fund the respective cohort's 4th year extensions. The scholarships for cohorts 2009 and later have been increased from \$105,000 to \$120,000 per scholar.

Note 4.

As per Board Resolution, an annual amount of \$1,875,000 have to be internally restricted in order to create a reserve against inflation.

Note 5.

Fundraising expenses are covered from the Private Fund, rather than Unrestricted Net Assets.

Statement of Revenues & Expenses

for the year ended 31 August

	2013 budget	2012 latest estimate	2011 audited	2010 audited	2009 audited	2008 audited	2007 audited
Revenues							
Interest income (note 2)	5 294 245	5 629 689	5 872 013	6 180 852	6 593 614	6 816 482	6 012 057
Gain on disposal of fixed income securities (note 2)	-354 613	-68 481	-896 738	-98 619	212 250	805 015	22 905
Unrealized gain on marketable securities	2 060 973	818 010	1 299 422	4 065 486	2 322 724	3 640 079	-
Donations and other revenues		50 956	67 254		51 902	1 600	-
Total Revenues	7 000 605	6 430 174	6 341 951	10 147 719	9 180 490	11 263 176	6 034 962
Expenses							
Program Costs (note 3)							
Fellowship program (note 4)	924 000	919 000	944 147	1 082 416	662 303	773 175	760 461
Mentorship program	224 000	217 500	213 653	212 178	211 681	184 268	149 067
Scholarship program (note 5)	1 807 300	1 803 800	1 677 065	1 795 070	1 863 618	1 897 656	1 512 846
Public interaction program (note 6)	1 468 800	1 448 941	1 505 926	1 345 215	1 326 635	1 292 059	1 270 177
sub-total, Programs:	4 424 100	4 389 241	4 340 791	4 434 879	4 064 237	4 147 158	3 692 551
Operating Costs							
Investment counsel fees (note 7)	336 685	320 653	295 890	379 988	380 265	361 074	353 421
Programme Delivery costs	1 124 792	1 005 741	694 975	671 797	675 028	618 167	633 904
Administrative costs (note 8)	477 809	512 080	728 482	766 984	598 343	629 992	524 693
Accountability & Transparency under ATIP (note 9)	20 000	10 000	1 991	2 723	9 726	45 522	28 963
sub-total, Operating Costs:	1 959 286	1 848 474	1 721 338	1 821 492	1 663 362	1 654 755	1 540 981
Total expenses, GAAP basis:	6 383 386	6 237 715	6 062 129	6 256 371	5 727 599	5 801 913	5 233 532
Excess of Revenues over Expenses:	617 219	192 459	279 822	3 891 348	3 452 891	5 461 263	801 430

Note 1.

Years 2011 and 2012 are subject to year-end adjustments.

Note 2.

2011 latest estimate: Year to date realized gains for the six months ended 28 February 2011.

GAAP adjustments for bond premium amortization and gains/losses on disposal of securities were recorded up until fiscal year 2007 inclusive.

Since the adoption of the Fair Value accounting standard in fiscal year 2008, investment income now includes unrealized gains & losses in lieu of bond premium amortization, and the effective interest method of recording revenues is in effect.

Note 3.

Generally accepted accounting principles require that the full amount of an Award be expensed in the year that the commitment is established.

2011 LE and 2012 budgets reflect 4 Fellows under the revised agreement, 15 Scholars and 10 Mentors, plus ancillary selection-, nomination-, and recognition costs.

Note 4.

Fellowship program increase from 2009 to 2010 results from the change to the administration and payment schedule of the program.

Started with the 2010 fiscal, the full fellow award of \$225,000 per Fellow is reflected under the Fellowship Program where before the ATA portion was presented under PIP. (see Section 5, page 17 for more details)

Note 5.

In fiscal 2007, an adjustment was made to return savings from external award reductions to the Scholarship program to the extent necessary to fund 4th year extensions for affected cohorts.

Effective with fiscal year 2008, 4th year extensions will be permitted to the extent that savings were realized in prior years by the cohort in question.

Beginning with the 2009 cohort, the value of the Trudeau Scholarship increased from \$105,000 to \$120,000 for the duration of the term.

Note 6.

PIP decrease from 2010 to 2011 LE results from the Foundation efforts to contract its program expenditures combined with a shift of the Fellows' ATA from the PIP into the Fellowship program.

Note 7.

Investment counsel fees are a percentage of the portfolio market value.

Note 8.

In the 2012 budget, Administrative costs increase reflects fundraising costs of \$280,000 -of which \$80,000 are covered by the Private Donations Fund

Note 9.

The Foundation became subject to access to information and privacy acts effective April 1st, 2007. Although, a certain number of processes and documents had been created in 2010 and 2011, the 2012 budget of \$25,000 reflects additional investments required to comply with the Library and Archives Act.

Operating Expenses restriction, as per Funding Agreement

	2013 budget	2012 LE	2011 audited	2010 audited	2009 audited	2008 audited	2007 audited
Total Operating Costs, as per pro-forma f/s	1 959 286	1 848 474	1 721 338	1 821 492	1 663 362	1 654 755	1 540 981
less: fundraising costs paid from Private Donations	25 000	55 672	70 714	2 900	0	18 266	0
Total Operating Costs paid from "Humanities... Fund"	1 934 286	1 792 802	1 650 624	1 818 592	1 663 362	1 636 489	1 540 981
Humanities & Human Sciences Fund value	149 128 497	150 506 193	150 378 592	150 078 846	146 364 447	142 951 860	138 586 474
Operating Expenses as a % of Fund Value	1,285%	1,192%	1,100%	1,243%	1,164%	1,181%	1,118%
	1,285%	1,225%	1,100%	1,243%	1,164%	1,181%	1,118%