

The Pierre
Elliott Trudeau
Foundation

Annual
Report
2014-2015



The Pierre Elliott Trudeau Foundation
Annual Report 2014–2015
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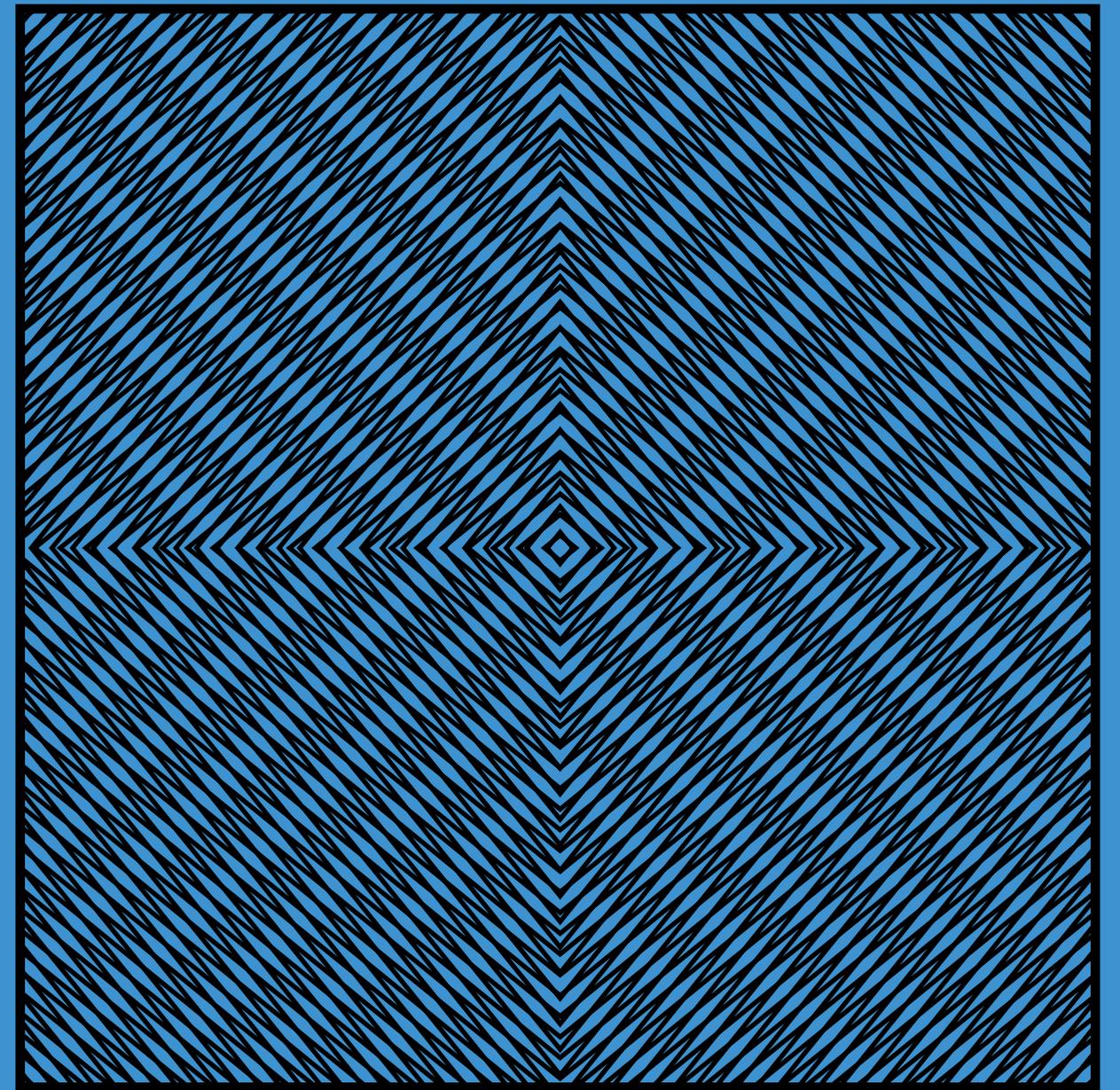
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The Pierre Elliott Trudeau Foundation is an independent and non-partisan charity established in 2001 as a living memorial to the former prime minister by his family, friends, and colleagues. In 2002, with the support of the House of Commons, the Government of Canada endowed the Foundation with the Advanced Research in the Humanities and Human Sciences Fund. The Foundation also benefits from private donations. By granting doctoral scholarships, awarding fellowships, appointing mentors, and holding public events, the Foundation encourages critical reflection and action in four areas important to Canadians: human rights and dignity, responsible citizenship, Canada's role in the world, and people and their natural environment.

About the Foundation

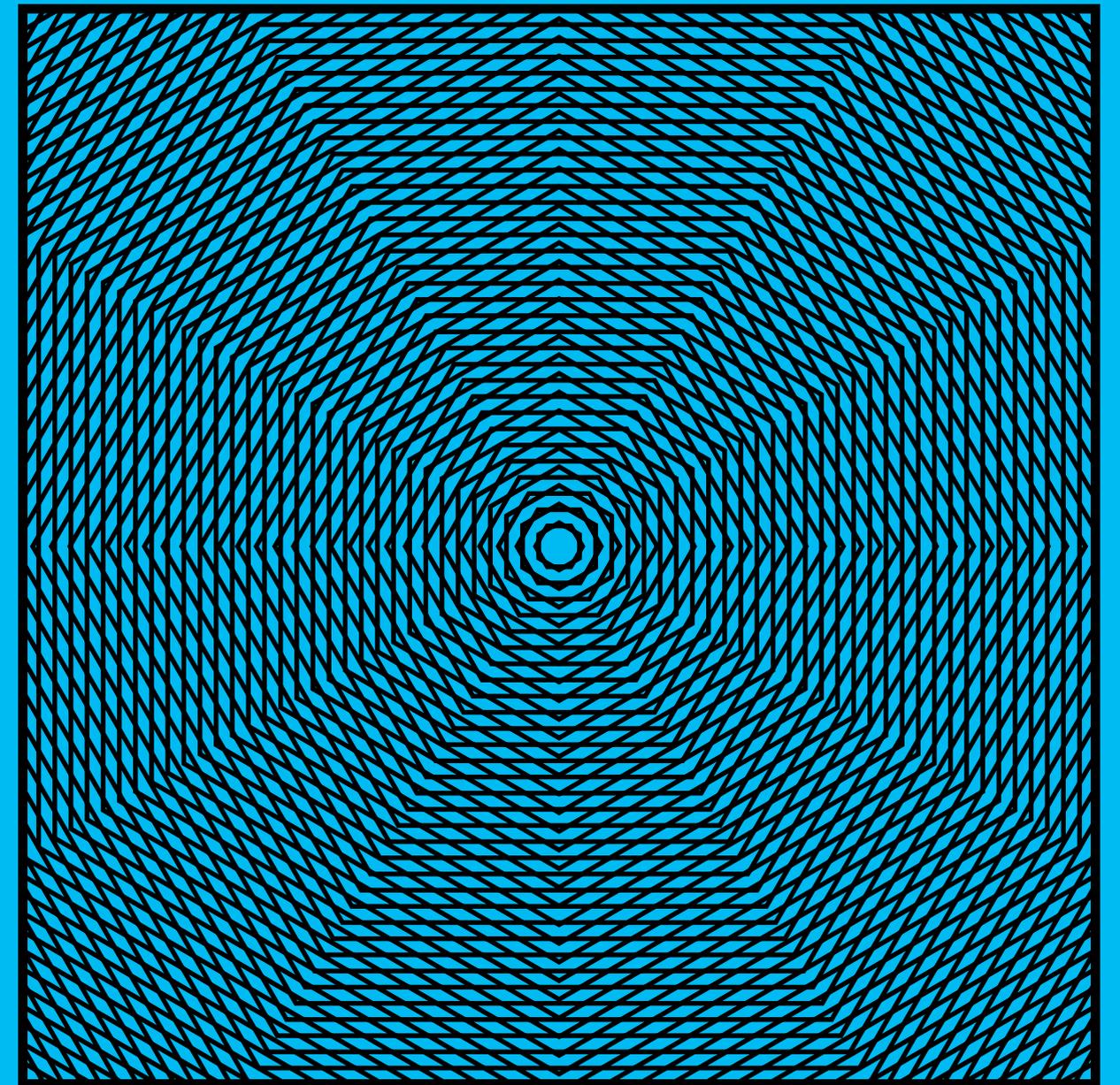


Over the years, the Foundation has built a strong, engaged, inspiring community by bringing together the best doctoral candidates, researchers, and mentors attending to major issues of public interest. This community now has over 350 members who constitute the heart of the Foundation. This community grows stronger with every cohort selected, doctoral thesis successfully defended, position, honour, or award obtained, research finding corroborated, article or book published, and paper presented in Canada and abroad. The Foundation community is enriched by the public debates and discussions in which it engages with various stakeholders and policymakers in civil society, government, and the business world.

The Foundation's goal is to put this wealth of talent to the best possible use. The first step is to raise awareness of the knowledge and expertise that the members of this community have to offer. For example, the Foundation is working on an online directory with profiles of the community's members that will make it easier for the public and the media to find experts on subjects of public interest in which our members specialize. In addition, the Foundation is adopting new tools to administer its funding programs even more efficiently, so that it can redeploy its intellectual resources to cultivate and promote the fruits of its network.

In addition to bringing together brilliant people from a wide variety of backgrounds, the Foundation community sets itself apart by the boldness with which it addresses the issues and the generosity with which its members share their knowledge with one another and the broader Canadian community.

The community



2015 scholars
2015 scholars
2015 scholars



Erin Aylward

Political Science,
University of Toronto

Erin is analyzing the influence of advocacy and international diplomacy on public opinion and political action in Sub-Saharan Africa.



Samara Brock

Environmental Studies,
Yale University

Samara is studying Canada's role in assessing and minimizing the impact of mining activities on agriculture and food security in Canada and abroad.



Avram Denburg

Health Policy,
McMaster University

Avram is attempting to develop a framework for making decisions about public funding for new medicines to treat childhood cancers in Canada.



Marie-France Fortin

Law,
Université de Montréal

Marie-France is studying the historical principle of state sovereign immunity and investigating the hypothesis that limiting or abolishing this immunity might be more in line with the democratic principles of society today.



Caroline Lieffers

History of Science and Medicine,
Yale University

Caroline is studying the relationship between disability and citizenship in nineteenth- and early twentieth-century United States to better understand how diverse groups of people can contribute to a nation's goals.



Rebecca Nelems

Sociology,
University of Victoria

Rebecca is studying empathy in young people and how it affects their concept of responsible citizenship, their civic engagement, and their social interactions.



Jennifer Peirce

Criminal Justice,
City University of New York

Jennifer is exploring how prison governance reforms in Latin America and the Caribbean over the past twenty years have influenced inmate detention conditions and rehabilitation initiatives.



Benjamin Perryman

Law,
Yale University

Benjamin is applying the emerging science of happiness to ways that Canadian justice might better reflect the needs and aspirations of all citizens, including the marginalized.



Bailey Gerrits

Political Studies,
Queen's University

Bailey is examining media coverage of domestic violence and the way that Canadian media seem to portray this phenomenon as "un-Canadian."



William Hébert

Social and Cultural Anthropology,
University of Toronto

William is identifying the lessons that Canada might learn from Brazil's experience with the rights and conditions of transgender people both inside and outside of prison settings.



Jennifer Jones

Geography,
University of Guelph

Jennifer is looking for the best method of assessing the effects of mining industry development on the health and wellness of Aboriginal communities in northern Canada.



Andréanne LeBrun

History,
Université de Sherbrooke

Andréanne is studying the effects of various models of citizenship and political engagement taught in Quebec schools in the 20th century.



Tahnee Prior

Global Governance,
University of Waterloo

Tahnee hopes to define a new governance framework that will address the complex issues caused by climate change, resource extraction, migration, and jurisdictional conflict in the Arctic.



Meaghan Thumath

Nursing, University of British Columbia

Meaghan is researching ways to improve access to primary healthcare for Indigenous women in Canada and abroad.



Ben Verboom

Social Intervention,
University of Oxford

Ben is seeking to better understand and encourage the use of science in global health policymaking by Canadian and international institutions.



Anelyse Weiler

Sociology, University of Toronto

Anelyse wants to understand how the perspectives of migrant farmworkers in North America on environmental, health, and equity issues can inform local and international efforts to realize more sustainable food systems.

Scholars, 2003–2014

2014

Wendell Adjetye Yale University
Erika Bockstael University of Manitoba
Geoffrey Cameron University of Toronto
Melanie Doucet McGill University
and Université de Montréal

Ali Hamandi Harvard University
Joanna Langille University of Toronto
Nathan Lemphers University of Toronto
Andrea Marston University of California, Berkeley
Aaron Mills University of Victoria
Jake Pyne McMaster University
Ayden Scheim Western University
Tammara Soma University of Toronto
Claudia Stoicescu University of Oxford
Rebecca Sutton London School of Economics
and Political Science

2013

Gerald Bareebe University of Toronto
Sylvie Bodineau Université Laval
Chiara Camponeschi University of Guelph
Anna-Louise Crago University of Toronto
Kyle Kirkup University of Toronto
Ryan Liss Yale University
Logan Mardhani-Bayne Yale University
Jean Frédéric Ménard University College London
David Morgan Dalhousie University
Sophia Murphy University of British Columbia
Sara Pavan Queen's University
Robyn Sneath University of Oxford
Leah Trueblood University of Oxford
Emily K. White New York University

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 RosenoffGauvin 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 Benessaiah Arizona State University
Nathan Bennett University of Victoria
François Bourque King's College London
Amanda Clarke University of Oxford
Libe Garcia Zarranz 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

2010 (cont.)

Émilie Raymond McGill University
Simon Thibault Université Laval and Sorbonne Nouvelle
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
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 Helps University of Toronto
Kate Hennessy University of British Columbia
Dawnis Kennedy University of Toronto
Alexis Lapointe Université de Montréal
and Paris X Nanterre

Jason Luckerhoff 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

2005 (cont.)

Kevin Chan Harvard University
Astrid Christoffersen-Deb University of Oxford
Chava Finkler Dalhousie University
Alette 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 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

2003

Caroline Allard Université de Montréal
Anna-Liisa Aunio McGill University
Jay Batongbacal Dalhousie University
Pascale Fournier Harvard University
Julie Gagné Université Laval and École des hautes
études en sciences sociales

Ginger Gibson University of British Columbia
D. Memee Lavell-Harvard Western University
Robert Leckey University of Toronto
James Milner University of Oxford
Robert Nichols University of Toronto
Anna Stanley University of Guelph
Sophie Thériault Université Laval

2015 mentors
2015 mentors
2015 mentors



Marie Deschamps

Quebec
A former justice of the Supreme Court of Canada, Marie Deschamps enriches the Foundation community with her vast knowledge of the courts and the law in Canada and abroad.



Robert Fonberg

Ontario
Over his fruitful career with the Canadian public service, Robert Fonberg developed extensive experience in public policy in the areas of defence and international relations.



John Fraser

Ontario
For 20 years, John Fraser served as master of Massey College at the University of Toronto. An award-winning journalist and prolific author, he helps the community develop its communication skills.



Ken Georgetti

British Columbia
Ken Georgetti brings to the Foundation community a strong ability to combine the activist traditions of the Canadian labour movement with an in-depth understanding of the world of business.



Stephen Owen

British Columbia
A former federal minister, deputy attorney general of British Columbia, and vice president at The University of British Columbia, Stephen Owen has advised institutions around the world on governance and conflict resolution.



Don Roberts

Ontario
Economist Don Roberts offers the Foundation community the opportunity to draw on his intimate knowledge of the financial services sector to promote sustainable development in Canada.



Jillian Stirk

British Columbia
Retired after 30 years of service in the foreign service, Jillian Stirk brings strategic expertise in foreign policy and multilateral negotiations.



Robert P. Moody

Nova Scotia
Robert Moody's career achievements include helping to establish the public service of the new territory of Nunavut and improving public services in Nova Scotia.



Jennifer Stoddart

Quebec
Former Privacy Commissioner of Canada Jennifer Stoddart is recognized as a global leader in protecting privacy.

Mentors, 2004-2014

2014

Denise Bombardier
Louise Charron
Pierre Marc Johnson
Avrim Lazar
Clarence Louie
Marie-Lucie Morin
David Schindler
Mary Simon
Glenda Yeates

2013

Françoise Bertrand
Susan M. W. Cartwright
Leonard J. Edwards
Michael M. Fortier
Evaleen Jaeger Roy
H. Wade MacLauchlan
Sandy Martin
Jessica L. McDonald
Madeleine Redfern
Rosemary Thompson

2012

Elizabeth Beale
Cindy Blackstock
Philippe Couillard
Len Crispino
Paul Kariya
Frances Lankin
Daniel Lessard
Bernard Richard
John Sims
Chuck Strahl

2011

George R.M. Anderson
Margaret Bloodworth
Jacques Bougie
Joseph Caron
Rita Deverell
Chantal Hébert
Maureen McTeer
Samantha Nutt
Mary Ellen Turpel-Lafond
Robert Wright

2010

Guy Berthiaume
Edward Broadbent
Donald W. Campbell
Maria Campbell
Roberta Jamieson
Jim Judd
Pierre Pettigrew
Edward Roberts
Guy Saint-Pierre
Jodi White

2009

James Bartleman
Chuck Blyth
Renée Dupuis
Ivan Fellegi
Peter Harder
Misel Joe
Carolyn McAskie
Anne McLellan
Alanis Obomsawin
Nola-Kate Seymour

2008

Dyane Adam
Robert Fowler
Sylvia D. Hamilton
Janice MacKinnon
Louise Mailhot
Larry Murray
Alex Neve
Monica Patten
Raymond A. Speaker

2007

Lloyd Axworthy
Ken Battle
Monique Bégin
Elizabeth Davis
Ursula Franklin
Huguette Labelle
Gordon Smith

2006

Margaret Catley-Carlson
Raymond Chrétien
Arthur Hanson
Frank Iacobucci
Donald Johnston
Gregory P. Marchildon
David Morley
Stephanie Nolen
Sheila Watt-Cloutier

2005

Paul Heinbecker
Irshad Manji
Elizabeth May
Morris Rosenberg
Roméo Saganash
Jeffrey Simpson

2004

Louise Arbour
Elizabeth Dowdeswell
Yves Fortier
Michael Harcourt
Judith Maxwell
Ken Wiwa

2015 fellows 2015 fellows 2015 fellows



Jocelyn Downie

Professor,
Faculty of Law and
Faculty of Medicine,
Dalhousie University



Bessma Momani

Associate Professor,
Balsillie School of
International Affairs
and Department of
Political Science,
University of Waterloo



Cleo Paskal

Fellow in Residence at the
Centre for International
Studies and Research,
University of Montréal



René Provost

Professor,
Faculty of Law,
McGill University



Nancy Turner

Professor,
Department of
Environmental Studies,
University of Victoria

Fellows, 2003–2014

2014

Myriam Denov
Evan Fraser
Jason Edward Lewis

McGill University
University of Guelph
Concordia University

2013

Timothy Caulfield
Jennifer Clapp
Jean Leclair
Kent Roach

University of Alberta
University of Waterloo
Université de Montréal
University of Toronto

2012

Maria Campbell
Catherine Dauvergne
Joseph Heath
Janine Marchessault

University of Ottawa (visiting)
University of British Columbia
University of Toronto
York University

2011

Macartan Humphreys
John McGarry
Haideh Moghissi
Ronald Rudin

Columbia University and University of British
Columbia (visiting)
Queen's University
York University
Concordia University

2010

Janine Brodie
Sujit Choudhry
Alain-G. Gagnon
Steven Loft

University of Alberta
New York University
Université du Québec à Montréal
Ryerson Image Centre (visiting)

2009

Isabella C. Bakker
Clare Bradford
Beverley Diamond
Simon Harel
Jeremy Webber

York University
Deakin University, Australia and University of
Winnipeg (visiting)
Memorial University of Newfoundland
Université de Montréal
University of Victoria

2008

François Crépeau
Kathleen Mahoney
John Robinson
Rosemary Sullivan
Guy Vanderhaeghe

McGill University
University of Calgary
University of British Columbia
University of Toronto
University of Saskatchewan

2007

William D. Coleman
Eric Helleiner
Shana Poplack
William E. Rees
Joseph Yvon Thériault

University of Waterloo
University of Waterloo
University of Ottawa
University of British Columbia
Université du Québec à Montréal

2006

Constance Backhouse
John Borrows
Jocelyn Létourneau
Barbara Neis
Jennifer Welsh

University of Ottawa
University of Victoria
Université Laval
Memorial University
University of Oxford

2005

George Elliott Clarke
Jane Jenson
Will Kymlicka
Margaret Lock
Philippe
Poullaouec-Gonidec

University of Toronto
Université de Montréal
Queen's University
McGill University
Université de Montréal

2004

Ann Dale
Rohinton Mistry
Donald Savoie
Daniel Weinstock

Royal Roads University
Writer
Université de Moncton
Université de Montréal

2003

David Ley
Danielle Juteau
Janice Gross Stein
James Hamilton Tully

University of British Columbia
Université de Montréal
University of Toronto
University of Victoria

The universities indicated here correspond to the fellows' university at the time of termination of their official fellowship period.

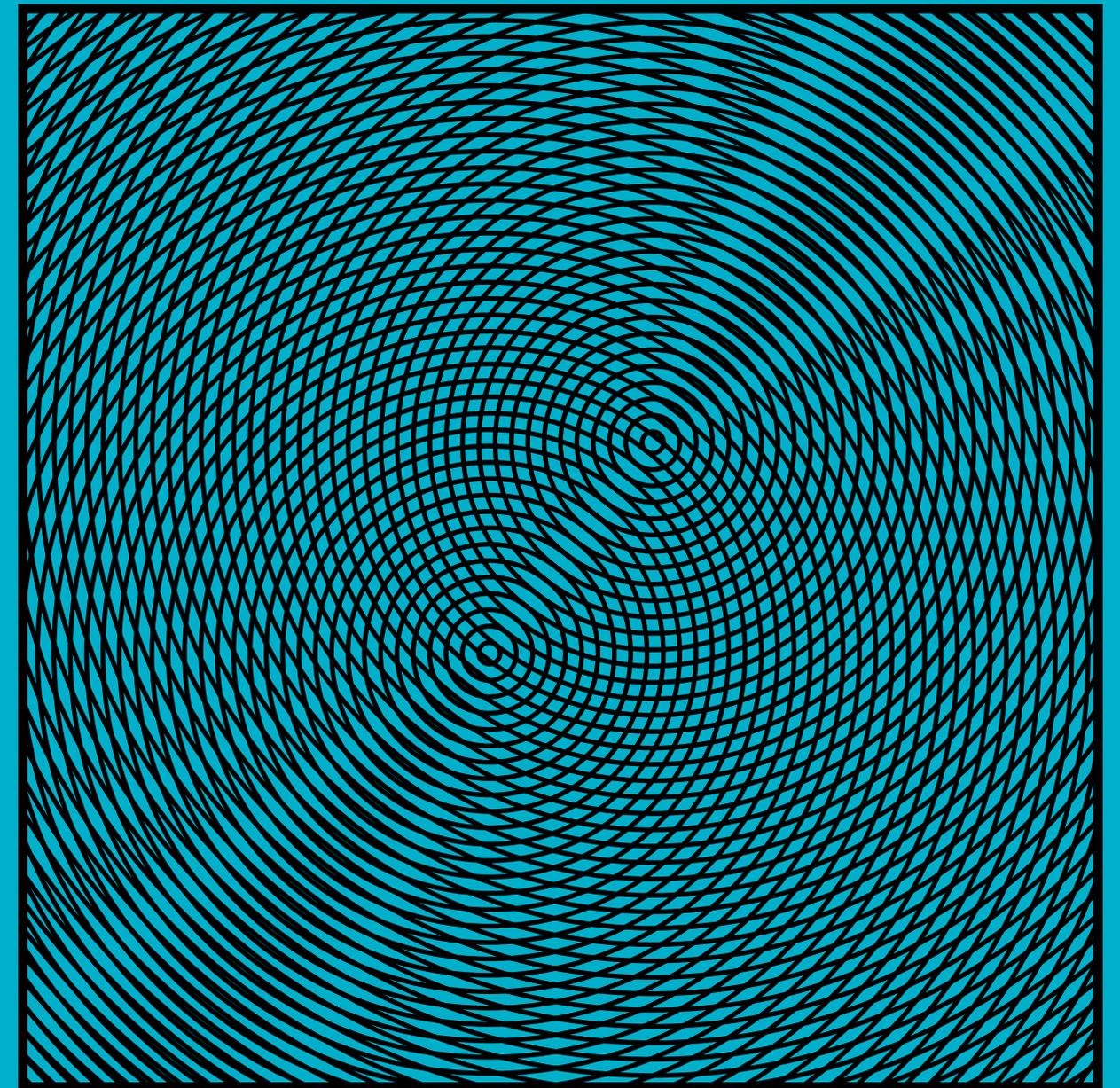
The creation and dissemination of knowledge are central to the Pierre Elliott Trudeau Foundation's mission. It is by encouraging these functions that the Foundation constantly seeks to increase its community's long-term impact on issues and ideas that are key to our collective future.

Accordingly, the Foundation supports research and engagement to advance understanding within and across its four original themes: human rights and dignity, responsible citizenship, Canada in the world, and people and their natural environment. These themes are as relevant as ever to the complex challenges facing Canadians and other citizens around the globe.

The Foundation addresses critical issues through three initiatives: targeted areas of inquiry, fellows' projects, and public interaction events. These initiatives are described in the following pages.

But working on critical issues also requires leadership skills. This is why the Foundation provides opportunities for its interdisciplinary, intersectoral, and intergenerational community to develop their skills. In doing so, they become better at shaping public debate and understanding, using the media, sharing their knowledge, and applying their skills across situations.

Critical issues



Weathering Change: Pathways to Sustainability in Canada

Held in Toronto, the 11th annual Pierre Elliott Trudeau Foundation Conference attracted a record 450 participants, including some of the most knowledgeable, innovative experts in industry, research, civil society, and government who came together to share their thinking on climate change. The conference looked at some of the best solutions for clearing a durable path toward sustainability in Canada and beyond. Supported by BMO, Google, Suncor Energy, Air Canada, Intact, Lafarge, Resolute Forest Products, and Twitter Canada, the conference was webcast live and generated lots of discussion on social media. The sessions can be viewed on the Foundation's YouTube channel.

11th Annual Pierre Elliott Trudeau Foundation Conference
20 to 22 November 2014
Toronto, Ontario

Dinner Meeting on National Security

This private dinner meeting on national security was held in the wake of the announcement of the anti-terrorist Bill C-51 and against the backdrop of the 2014 attacks in Ottawa and Saint-Jean. With some 20 academics, practitioners, former government officials, and journalists in attendance, the discussions focused on the proposed legislation and the changes required to respond effectively to the evolving terrorist threat. The meeting encouraged the expression of a wide range of views, increasing understanding and laying the groundwork for more open dialogue.

4 February 2015
Ottawa, Ontario

Judicial Activism and the Role of the Courts in Providing Remedies

Courts throughout the world are becoming more active in providing remedies for violations of fundamental rights. In this breakfast lecture on Parliament Hill, 2013 fellow Kent Roach compared courts in Canada with courts in other democracies with respect to the ordering of constitutional remedies. With 150 people in attendance, Kent examined the strengths and weaknesses of the courts compared with the legislature and the executive, as well as the effects of remedies on the separation of powers. He also discussed past and future remedial challenges in such diverse areas as health care, police misconduct, prison conditions, and mandatory sentencing. This event was presented in partnership with the Federation for the Humanities and Social Sciences.

Trudeau Lecture,
Big Thinking lecture
5 February 2015
Ottawa, Ontario

Cooperation and Conflict in East Africa

Some 25 people attended a lecture by David Angell, High Commissioner for Canada to Kenya, Rwanda and Uganda and Ambassador Designate of Canada to Burundi, Somalia and South Sudan. Presented in partnership with the Montreal Centre for International Studies at the University of Montreal, this lecture discussed the regional dynamics of co-operation and conflict in East Africa and their local and global implications.

Luncheon Lecture
5 May 2015
Montréal, Quebec

Leadership and Public Policy

Some 120 people attended the five days of panels, discussions, lectures, and networking at the Foundation's annual Mentor-Scholar Retreat, which was followed this year by the Foundation's annual Summer Institute. Mentors presented applied workshops at the retreat, including: How to write an op-ed, by Rosemary Thompson; and Foreign service, public service: working for the Government, by Jillian Stirk and Glenda Yeates. To these was added a workshop entitled Bridging research and advocacy, by fellow Kent Roach and scholar Michael Pal.

2015 Mentor-Scholar Retreat
and Summer Institute
10 to 15 May 2015
St. Andrews, New Brunswick

During the Summer Institute, Trudeau scholars, mentors, and fellows worked on the theme of leadership in a complex world. They examined such questions as the development of expertise, methods of mediation and negotiation, and ways of dealing with opposing viewpoints on complex challenges. They explored the Foundation's new targeted areas of inquiry and participated in sessions during which they brainstormed ways to encourage the advancement of knowledge in these areas through their own work and research.

Imagining Canada in a Disenchanted World

With some 50 people in attendance, 2013 fellow Jean Leclair explored the principles on which we might build an inclusive national political community—one that is ready to make the compromises necessary to meet the demands of individuals and groups for public resources and wealth redistribution. He also discussed how a renewed understanding of federalism might offer a solution. This lecture was presented at the annual congress of the Federation for the Humanities and Social Sciences, in partnership with the University of Ottawa.

Trudeau Lecture, *Big Thinking*
lecture series
4 June 2015
Ottawa, Ontario

A selection of events to which the Foundation community participated in 2014–2015

Fiddling while Rome Burns? A conference on public intellectuals and the future of Canada

2012 fellow and University of Toronto professor [Joseph Heath](#) and 2010 mentor [Jodi White](#) discussed the consequences of the dearth of critical public debate in Canada on such defining issues of our generation as climate change, inequality, and the scale and ambition of Canada's social programs. The two also considered the role of public intellectuals in initiating and influencing debates.

Conference
23 October 2014
Toronto, Ontario

How to address complex challenges in an inter-connected world

[Morris Rosenberg](#), the president and chief executive officer of the Foundation, delivered a talk on how to address complex challenges in an inter-connected world as part of a special event hosted by Canada 2020 and entitled "5 Big Ideas for Canada."

Keynote event
26 February 2015
Ottawa, Ontario

New World, New Roles, New Governance?

How does the nature of "wicked problems" demand new models of governance, and what forms might these models take? These questions were discussed by 2010 scholar and professor at the Carleton University School of Public Policy and Administration [Amanda Clarke](#), and 2004 fellow and professor at Royal Roads University [Ann Dale](#). Organized by Carleton University, this event defined challenges, solutions, and actions that can improve the vitality of our communities.

Conference
9 March 2015
Ottawa, Ontario

Our Whole Society: Bridging the Religious-Secular Divide

What does it mean to build a "whole society"? What is the purpose of secularism and what are its limits? How can we re-conceptualize the role of religion in Canadian public life? What is the role of religion and spirituality in cultural reconciliation? These and others questions were the subject of a conference organized by 2014 scholar [Geoffrey Cameron](#) on the Vancouver campus of the University of British Columbia.

Conference
22 to 24 March 2015
Vancouver, British Columbia

At Play in the Fields of the Future

Indigenous people are either absent or are portrayed as primitive in many works of science fiction. But how do Indigenous people imagine their own future, and what is it? This is the subject of the research done by [Jason Edward Lewis](#), 2014 Trudeau fellow and Concordia University Research Chair in Computational Media and the Indigenous Future Imaginary. In this Walrus Talk, Jason discussed works that young Indigenous artists created about their vision of the future and the role that their people should play in it.

The Walrus Talks Play
6 May 2015
Toronto, Ontario

From PhD to Politics: Lisa Helps, Mayor of Victoria

How does one go from being a doctoral student to becoming the mayor of British Columbia's capital city? How should you approach politics and policy-making if your goal is to create healthier, happier communities? These were the questions addressed by 2006 scholar [Lisa Helps](#) and 15 other participants at a private event organized by the Vancouver section of the Pierre Elliott Trudeau Foundation Society, which brings together

Pierre Elliott Trudeau Foundation
Society event
7 May 2015
Vancouver, British Columbia

former Trudeau scholars, fellows, and mentors. In the second part of the evening, Lisa joined renowned economist John Helliwell for a public talk about the intersection of politics, governance, policy, and happier communities, and attempted to answer the question, "Can politics make us happier?" The evening drew some 50 participants and was presented in partnership with the Museum of Vancouver.

Whither Francophone Cultures in America?

In this Big Thinking keynote address at the 2015 Congress of the Social Sciences and Humanities at the University of Ottawa, 2007 fellow [Joseph Yvon Thériault](#), Canada Research Chair in Globalization, Citizenship and Democracy at the Université du Québec à Montréal, explored current realities for Francophones in the Americas in light of the history of French America.

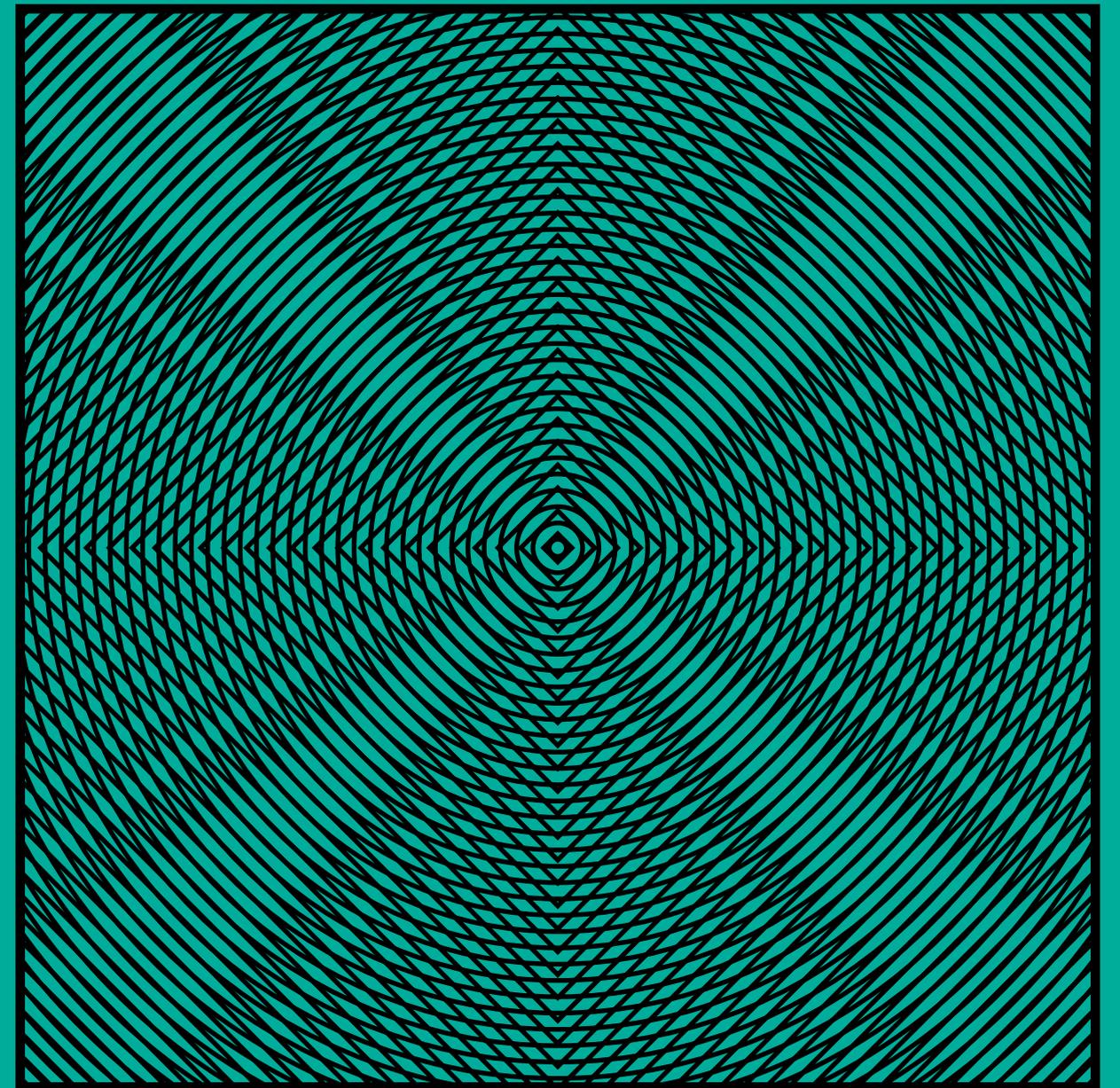
Big Thinking lecture
31 May 2015
Ottawa, Ontario

Politics in Fragmented Polities: Cohesion, Recognition, Redistribution and Secession

[Alain-G. Gagnon](#), 2010 Trudeau fellow at the Université du Québec à Montréal, and [John McGarry](#), 2011 Trudeau fellow at Queen's University, spoke at this intensive, two-week international summer research Institute hosted by the European Academy. Speaking before an international audience of doctoral and master's students, Alain-G. addressed the questions of social cohesion, political accommodation, and empowerment in a context of multiculturalism, interculturalism, and multi-nationalism. John explained why, in his opinion, some states are more inclined toward secession than others.

International Summer
Research Institute of the Centre
for Interdisciplinary Research
on Diversity and Democracy
17 to 27 June 2015
Bozen/Bolzano, Italy

Corporate information



Board of Directors

Directors elected by the family

Roy L. Heenan, legal counsel

Alexandre Trudeau, documentary filmmaker

Director elected by the government

Marc Renaud, invited chair, Instituto Universitário de Lisboa, Portugal, and former president, Social Sciences and Humanities Research Council

Directors elected by the regular members

Susan M. W. Cartwright, former senior federal public servant, former senior advisor and alumna Trudeau mentor

Hon. David L. Emerson**, corporate director, and public policy and business advisor

Phil Fontaine, consultant and mediator to Indigenous communities and former national chief of the Assembly of First Nations

Alexander Himelfarb, director, Glendon School of Public & International Affairs, York University

Edward Johnson, vice-president, Power Corporation International

Jason Luckerhoff, associate professor, Université du Québec à Trois-Rivières, former Trudeau scholar, and president of the Pierre Elliott Trudeau Foundation Society

John H. McCall MacBain (chair of the Board), founder, McCall MacBain Foundation and Pamoja Capital SA

David McLean, corporate director

Farah Mohamed, social profit entrepreneur, chief executive officer, G(irls)20

Patrick Pichette, former senior vice-president and CFO, Google Inc.

Sean E. Riley, former president, St. Francis Xavier University

Hon. Chuck Strahl, consultant on political, governmental, and business strategies, former federal minister, and alumnus Trudeau mentor

** Mr. Emerson's mandate ended on 5 August 2015.

Fulfilling our mission

The Foundation's activities depend on a small, flexible, effective team of people. In fiscal 2014-2015, the Foundation's ambitious programs were implemented by a team of nine, assisted by contract workers from time to time. Some functions, especially in the areas of communications, accounting, and information services, were contracted out.

Members of the Foundation team suggest strategic directions to the Board, manage the Foundation's day-to-day operations, meet the needs of program clients, work to build the Foundation community, and promote the Foundation's work within the academic community and among policymakers and the general public.

Morris Rosenberg, President and Chief Executive Officer

Élise Comtois, Executive Director

Gwenola Appéré, Communications

and Marketing Advisor, since July 2015

Norah Cyprien, Administrative

Assistant (Communications)

Natalka Haras, Director of Development since June 2015

Jennifer Petrela, Program Director,

Trudeau Mentorship, Fellowship,

and Public Interaction Programs

Catalina Pintos Chew, Administrative Assistant

(President), on leave since July 2015

Elizabeth Rivera, Associate Director (Administration)

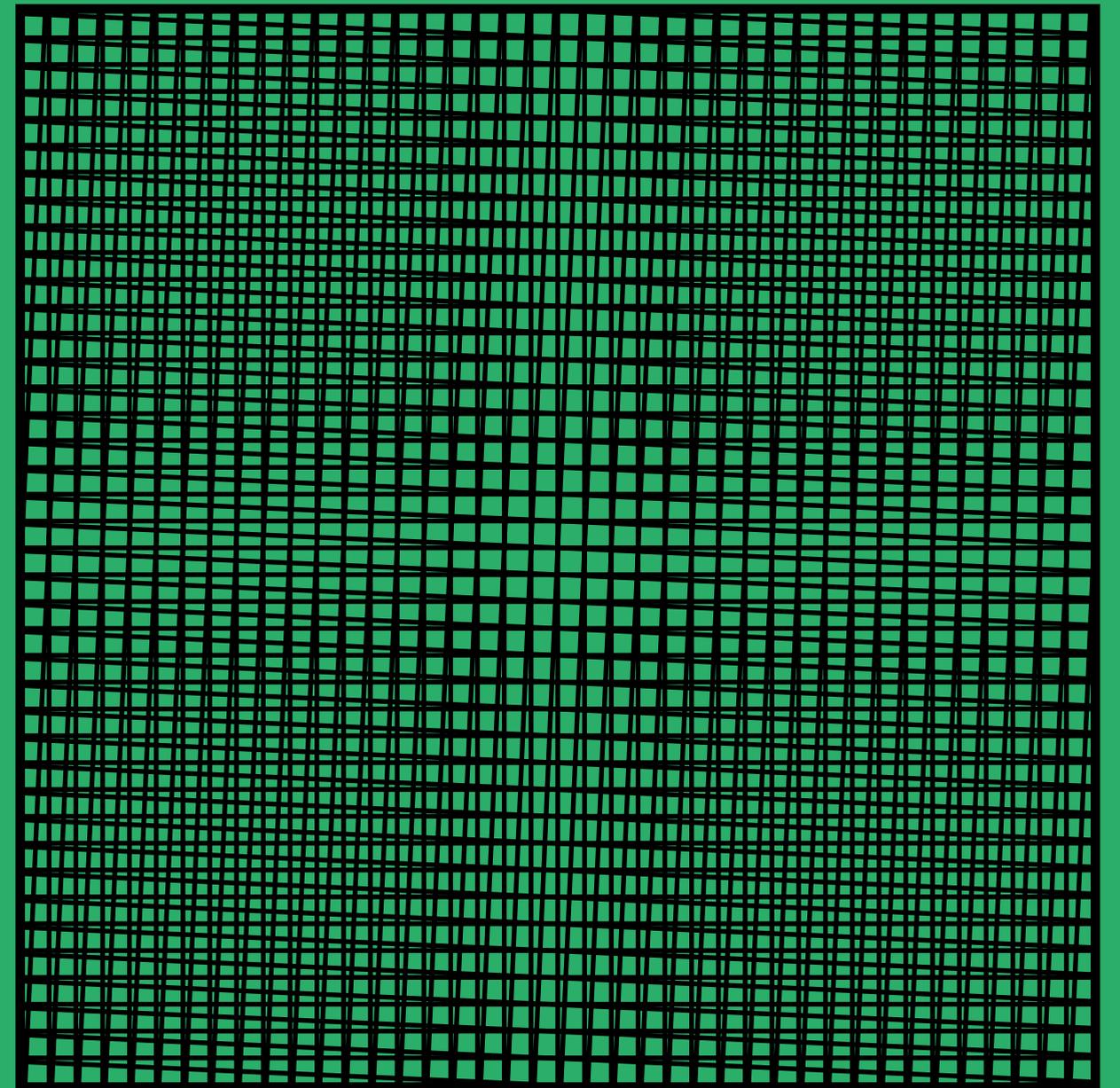
Josée St-Martin, Program Director, Trudeau Doctoral

Scholarships Program

The Foundation wishes to thank Gina Beltran, Illa Carrillo-Rodríguez, Josh Davidson, and Vanessa Mann for the help that they provided this year.

Financial statements

August 31, 2015



Independent Auditor's Report

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

We have audited the accompanying financial statements of La Fondation Pierre Elliott Trudeau/The Pierre Elliott Trudeau Foundation, which comprise the statement of financial position as at August 31, 2015 and the statements of changes in net assets, revenues and expenses and cash flows for the year then ended, 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 audit. We conducted our audit 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 is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, 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, 2015 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*PricewaterhouseCoopers LLP*¹
Montréal, Quebec, November 16, 2015

¹ CPA auditor, CA,
public accountancy
permit N° A111799

Statement of Financial Position

As at August 31, 2015

	2015	2014
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	585,694	593,685
Short-term investment (note 4)	299,755	1,775,680
Investments at fair value (note 5)	12,172,998	12,423,797
Interest receivable	939,920	1,226,721
Prepaid expenses and other receivables	595,712	215,953
	<u>14,594,079</u>	<u>16,235,836</u>
Investments at fair value (note 5)	141,275,710	136,023,453
Property and equipment (note 6)	801,927	903,540
Intangible assets (note 7)	11,385	13,177
	<u>156,683,101</u>	<u>153,176,006</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,900,616	700,868
Current portion of fellowships payable (note 9 a))	780,849	557,959
Current portion of scholarships payable (note 9 b))	1,348,751	1,336,985
Mentorships payable (note 9 c))	82,965	90,000
Deferred donations (note 8)	104,241	105,734
	<u>4,217,422</u>	<u>2,791,546</u>
Fellowships payable (note 9 a))	425,292	209,768
Scholarships payable (note 9 b))	2,009,915	2,208,862
Mentorships payable (note 9 c))	42,871	-
	<u>2,478,078</u>	<u>2,418,630</u>
	<u>6,695,500</u>	<u>5,210,176</u>
Net Assets		
Net assets restricted for endowment purposes (note 3 and 10)	125,000,000	125,000,000
Net assets invested in property and equipment and intangible assets	814,138	917,543
Internally restricted net assets (notes 3 and 11)	22,500,000	20,625,000
Unrestricted net assets (note 3 and 12)	1,673,463	1,423,287
	<u>149,987,601</u>	<u>147,965,830</u>
	<u>156,683,101</u>	<u>153,176,006</u>

Statement of Changes in Net Assets

For the year ended August 31, 2015

	2015					2014
	Restricted for endowment purposes	Invested in property and equipment and intan- gible assets	Internally restricted	Unrestricted	Total	Total
	\$	\$	\$	\$	\$	\$
	(note 10)		(note 11)	(note 12)		
Balance—Beginning of year	125,000,000	917,543	20,625,000	1,423,287	147,965,830	145,412,390
Excess of revenues over expenses (expenses over revenues) for the year	-	(110,556)	-	2,132,327	2,021,771	2,553,440
Restricted portion of excess of revenues over expenses (expenses over revenues) for the year	-	-	1,875,000	(1,875,000)	-	-
Investment in property and equipment and intangible assets	-	7,151	-	(7,151)	-	-
Balance—End of year	125,000,000	814,138	22,500,000	1,673,463	149,987,601	147,965,830

Statement of Revenues and Expenses

For the year ended August 31, 2015

	2015	2014
	\$	\$
Revenues		
Interest	4,188,165	4,618,716
Net gain on disposal of investments at fair value	514,297	464,128
Net unrealized gain on investments at fair value	3,275,160	2,668,441
Donations (note 17)	634,461	122,151
	8,612,083	7,873,436
Expenses		
Public Interaction Program (note 16 b))	2,357,197	1,267,885
Fellowship Program	988,758	577,044
Scholarship Program	1,188,420	1,308,215
Mentorship Program	169,823	186,006
Administration (note 18)	430,417	466,665
Program planning and delivery (note 18)	1,203,105	1,193,727
Investment counsel fees	252,592	320,454
	6,590,312	5,319,996
Excess of revenues over expenses for the year	2,021,771	2,553,440

Statement of Cash Flows

For the year ended August 31, 2015

	2015	2014
	\$	\$
Cash flows from		
Operating activities		
Excess of revenues over expenses for the year	2,021,771	2,553,440
Items not affecting cash and cash equivalents		
Net gain on disposal of investments at fair value	(514,297)	(464,128)
Net unrealized gain on investments at fair value	(3,275,160)	(2,668,441)
Amortization of property and equipment	107,827	95,109
Amortization of intangible assets	2,729	2,517
Amortization of deferred website development costs	-	16,294
	(1,657,130)	(465,209)
Changes in non-cash working capital components		
Decrease (increase) in		
Interest receivable	286,801	(13,756)
Prepaid expenses and other receivables	(379,759)	65,783
Increase (decrease) in		
Accounts payable and accrued liabilities	1,199,748	(139,264)
Deferred donations	(1,493)	105,734
Fellowships, scholarships and mentorships payable	287,069	(260,731)
	1,392,366	(242,234)
	(264,764)	(707,443)
Investing activities		
Purchase of short-term investments	(36,540,507)	(15,902,266)
Proceeds on disposal of short-term investments	38,016,432	14,953,134
Purchase of investments at fair value	(129,197,146)	(81,867,767)
Proceeds on disposal of investments at fair value	127,985,145	83,675,197
Purchase of property and equipment	(6,214)	(730,662)
Purchase of intangible assets	(937)	(6,219)
	256,773	121,417
Net change in cash and cash equivalents during the year	(7,991)	(586,026)
Cash and cash equivalents—Beginning of year	593,685	1,179,711
Cash and cash equivalents—End of year	585,694	593,685

Notes to Financial Statements

August 31, 2015

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

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

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

Interest receivable and prepaid expenses and other receivables are classified as "loans and receivables". After being initially recorded at fair value, they are evaluated at cost after amortization using the effective interest rate method. For the Foundation, amortized cost is generally cost because of the 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.

Management estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

Cash and cash equivalents

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

Investments at fair value

Investments at fair value consist of short-, mid- and long-term debt securities.

Revenue recognition

- **Donations** The Foundation follows the deferral method of accounting for donations. Restricted donations are recognized as revenue in the year in which the related expenses are incurred. Unrestricted donations are recognized as revenue when received or 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 investments at fair value** Gains and losses on disposal of investments at fair value are recorded at the date of sale and represent the difference between the sale proceeds and the cost.

Fellowship, Scholarship and Mentorship Programs

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

Property and equipment

Property and equipment are stated at cost less amortization.

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

Office communication equipment	20%
Furniture and fixtures	20%
Computer equipment	de 25% à 33%

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%.

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's carrying amount exceeds its fair value based on quoted market prices, when available, or on the estimated current value of future cash flows.

At August 31, 2015, the Foundation's capital structure consists of a \$125,000,000 endowment fund granted by the Government of Canada, internally restricted funds of \$22,500,000 and unrestricted net assets of \$1,673,463.

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

- 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 investment consists of one Canadian-dollar denominated Treasury bond. This investment bears interest at a floating rate of 0.37% and matures on December 3, 2015.

2 Significant accounting policies (cont.)

3 Capital disclosures

4 Short-term investment

Investments are managed by a portfolio manager who must follow the Foundation's investment policy under the direction of the Finance and Investment Committee reporting to the Board of Directors. Investments at fair value consist of a variety of debt securities of Canadian governments and corporations 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. The Foundation's investment policy is based on the guidelines included in the funding agreement with the Government of Canada on the Advanced Research in the Humanities and Human Sciences Fund.

The allocation of investments at fair value by term is as follows:

	2015			
	Less than 1 year	From 1 to 5 years	More than 5 years	Total
Fair value	\$ 12,172,998	\$ 60,473,718	\$ 80,801,992	\$ 153,448,708
Par value	11,850,000	57,063,000	74,936,000	143,849,000
Weighted average yield	3,12%	2,66%	2,20%	2,45%

	2014			
	Less than 1 year	From 1 to 5 years	More than 5 years	Total
Fair value	\$ 12,423,797	\$ 69,773,352	\$ 66,250,101	\$ 148,447,250
Par value	12,357,000	66,370,000	61,623,000	140,350,000
Weighted average yield	3,22%	3,03%	3,05%	3,05%

	2015			2014	
	Cost	Accumulated amortization	Net	Net	Net
Office communication equipment	\$ 42,775	\$ 22,468	\$ 20,307		\$ 25,384
Furniture and fixtures	125,726	89,793	35,933		43,396
Computer equipment	114,147	92,365	21,782		23,549
Leasehold improvements	873,058	167,336	705,722		793,028
Artwork	18,183	-	18,183		18,183
	1,173,889	371,962	801,927		903,540

	2015			2014	
	Cost	Accumulated amortization	Net	Net	Net
Computer software	\$ 62,051	\$ 50,666	\$ 11,385		\$ 13,177

5 Investments at fair value

6 Property and equipment

7 Intangible assets

Deferred donations represent restricted donations that will be used to cover charges related to special events.

	2015	2014
	\$	\$
Balance—Beginning of year	105,734	–
Donations deferred during the year	–	105,734
Amount recognized as revenue during the year	1,493	–
Balance—End of year	104,241	105,734

a) Fellowships payable

	2015	2014
	\$	\$
Current portion of fellowships payable	780,849	557,959
Long-term portion of fellowships payable		
in years ending August 31, 2017	285,809	141,241
2018	139,483	68,527
	425,292	209,768
	1,206,141	767,727

b) Scholarships payable

	2015	2014
	\$	\$
Current portion of scholarships payable	1,348,751	1,336,985
Long-term portion of scholarships payable		
in years ending August 31, 2017	1,164,323	1,254,655
2018	604,617	745,852
2019	240,975	208,355
	2,009,915	2,208,862
	3,358,666	3,545,847

c) Mentorships payable

	2015	2014
	\$	\$
Current portion of mentorships payable	82,965	90,000
Long-term portion of mentorships payable		
in year ending August 31, 2017	42,871	–
	125,836	90,000

Non-cash interest expenses included in program expenses bearing interest at a rate of 2.45%, calculated using the effective interest rate method, are as follows:

	2015	2014
	\$	\$
Scholarship Program	118,609	118,471
Fellowship Program	23,579	53,926
	142,188	172,397

8
Deferred donations

9
Long-term liabilities

In March 2002, the Foundation entered into a funding agreement with the Government of Canada whereby the latter granted 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). According to the funding 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.

In the event of a default by the Foundation, the Government of Canada may terminate the funding agreement and require the Foundation to repay the funds not otherwise committed.

The Foundation's Board of Directors placed internal restrictions on a portion of excess of revenues over expenses for the year. An annual amount of \$1,875,000 is restricted each year and is capitalized to protect 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 represent net assets remaining after deduction of the endowment, net assets invested in property and equipment, and all internally restricted funds. Unrestricted net assets comprise two distinct funds: the Cumulative growth of the Fund and the Private donations Fund. Cumulative growth of the Fund is meant to allow the Foundation to effectively meet its long-term growth objectives and to support its operations as set out in note 3. The Private donations fund, which is separate and not subject to the funding agreement with the Government of Canada, consists of unrestricted private donations received by the Foundation to pursue its charitable purposes and activities.

	2015	2014
	\$	\$
Cumulative growth of the Fund	41,804	413,641
Private donations fund	1,631,659	1,009,646
Total unrestricted net assets	1,673,463	1,423,287

Exposure to interest rate risk is as follows:

Cash and cash equivalents	Floating rate
Short-term investment	Floating rate
Investments at fair value	Fixed rates ranging from 0.75% to 7.4%
Interest receivable, prepaid expenses and other receivables and all liabilities	Non-interest bearing

The Foundation invests in government and corporate short-term and fixed income securities as disclosed in note 5 and reduces the credit risk by dealing with credit-worthy counterparties. The Finance and Investment Committee monitors these investments for credit risk on an ongoing basis. As of August 31, 2015, management does not believe the Foundation is exposed to significant credit risk.

10
Net assets restricted for
endowment purposes

11
Internally restricted
net assets

12
Unrestricted net assets

13
Interest rate risk

14
Credit risk

- a) The maximum amounts committed to research, travel, and networking are related to the scholarship program (note 16) for cohorts 2012, 2013 and 2014 and are as follows:

	\$
Years ending August 31, 2016	596 000
2017	308 000
2018	28 000

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

	\$
Years ending August 31, 2016	188 000
2017	206 500
2018	208 000
2019	206 500
2020	224 000

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

- a) The research, travel and networking expenses consist of allowances granted to program beneficiaries—mentors, fellows and scholars—to work together on joint projects, participate in the Foundation's events and disseminate their research findings and ideas. Research, travel and networking expenses incurred by the program beneficiaries are reimbursed in accordance with Foundation policies out of the PIP. To support the Foundation's continuous effort to play a more active role on issues of importance to Canada and the world, program beneficiaries can now continue to use their allowance to participate in the PIP beyond the formal term of their award. This adjustment starts with the 2015 scholar cohort and the 2014 fellow cohort. In 2015, the Foundation awarded 16 scholarships, 5 fellowships and 9 mentorships (2014—14 scholarships, 3 fellowships and 9 mentorships).

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

	2015	2014
	\$	\$
Research, travel and networking	1,991,667	862,208
Events and activities	365,530	405,677
	<u>2,357,197</u>	<u>1,267,885</u>

15 Commitments

16 Public Interaction Program (PIP)

17 Donations

	2015	2014
	\$	\$
Donations received during the year	232,968	227,887
Plus: Donations receivable at year-end	400,000	-
Less: Deferred donations (note 8)	-	105,736
	<u>632,968</u>	<u>122,151</u>
Plus: Amount recognized as revenue during the year (note 8)	1,493	-
Donation income for the year	<u>634,461</u>	<u>122,151</u>

Donations made by Directors, Members, Officers and their parent not-for-profit organizations totalled \$428,837 in 2015 (2014—\$82,792).

18 Schedule of expenses

	Administration		Program planning and delivery		Total	
	2015	2014	2015	2014	2015	2014
	\$	\$	\$	\$	\$	\$
Salaries and benefits	145,672	141,544	825,472	743,104	971,144	884,648
Professional fees	144,524	173,648	53,395	37,503	197,919	211,151
Rent and occupancy costs	28,499	28,327	161,493	148,719	189,992	177,046
Office expenses	9,065	11,046	51,366	57,990	60,431	69,036
Amortization of property and equipment	16,174	15,217	91,653	79,892	107,827	95,109
Amortization of intangible assets	409	403	2,320	2,114	2,729	2,517
Software	-	-	8,088	7,157	8,088	7,157
Bank charges	50	47	284	251	334	298
Meetings and travel	76,984	81,189	-	-	76,984	81,189
Outreach and communications	-	-	4,979	47,368	4,979	47,368
Contractual	-	-	2,817	-	2,817	-
Other employee expenses	8,903	7,507	-	-	8,903	7,507
Recruitment costs	137	7,737	1,238	69,629	1,375	77,366
	<u>430,417</u>	<u>466,665</u>	<u>1,203,105</u>	<u>1,193,727</u>	<u>1,633,522</u>	<u>1,660,392</u>

To reflect the charitable mandate of the Foundation, expenses are allocated between Administration and Program planning and delivery.

Salaries and benefits, rent and occupancy costs, office expenses, depreciation, bank charges and recruitment costs are allocated in proportion to the hours.

