



**THE PIERRE ELLIOTT TRUDEAU FOUNDATION**

**Business Plan 2010-2011**

**Prepared for Industry Canada as an internal document only**

**June 2010**

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## 1. BACKGROUND

An independent and non-partisan Canadian charity, the Pierre Elliott Trudeau Foundation 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 following a unanimous vote in 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 in crucial societal issues, and creates opportunities for dialogue and collaboration across organizations and disciplines around four key themes: Human Rights and Dignity, Responsible Citizenship, Canada in the World, and People and their Natural 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 approximately \$150 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 2010-2011.

### 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 our growing community, we actively encourage 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 and the law, and when new patterns of human behaviour are revealed and deep cultural understanding achieved.

## **2. OUR FOUR CORE PROGRAMS**

Our distinctive organization is devoted 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 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 and concretely engaged in their fields and expected to become leading 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.

### **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 arts, journalism, business, public service, law, research, 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.

### **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 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 2009-2010

The Foundation successfully delivered on all commitments made in its Business Plan 2009-2010. The Foundation notably:

- ✓ **Selected fifteen new 2010 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 64 Scholars.
- ✓ **Appointed four 2010 Trudeau Fellows, including a first national Visiting Trudeau Fellow** — an investment of \$0.9 million over three years in four outstanding Canadians – three academics and one intellectual from the arts – who have set themselves apart through their research achievements, creativity, and social commitment. The 2010 Fellows will be publicly announced in September. The Foundation currently supports fourteen Fellows.
- ✓ **Appointed ten 2010 Mentors** — offering \$350,000 for eighteen months to ten highly accomplished Canadians from diverse backgrounds who have been paired with 2008 Trudeau Scholars to help them connect with policy networks. Twenty Mentors are currently enrolled in the Mentoring program.
- ✓ **Held eight major Public Interaction events, in addition to six other events** organized by Trudeau Community Members or with other external partners and sponsored by the Foundation. Except for the Trudeau Lectures, Trudeau events are by invitation only.

Events hosted by the Foundation:

- Trudeau Lecture by Professor François Crépeau, 2008 Trudeau Fellow (McGill University): “Dealing with Migrations as a Test for Our Democracies” University of Winnipeg, Man., October 20, 2009 (more than 70 participants).
- Sixth Trudeau Conference on Public Policy: “Canadian Cities and the Public Sphere: Rethinking the Urban Commons” Ottawa, Ont., November 19-21, 2009 (over 250 registered participants of which 65% were from outside of the Trudeau community).
- Trudeau Mentors-Scholars Retreat, Orford, Que., January 26-28, 2010 (over 60 participants).
- Trudeau Lecture by Professor Rosemary Sullivan, 2008 Trudeau Fellow (University of Toronto), “Confessions of a Biographer: Is Fact Stranger than Fiction?” Université de Sherbrooke, Sherbrooke, Que., January 27, 2010 (60 participants).
- Trudeau Lecture by Canadian author Guy Vanderhaeghe, 2008 Trudeau Fellow (University of Saskatchewan), “Apprehending the Past: History versus the Historical Novel” University of New Brunswick, Fredericton, N.B., February 16, 2010 (more than 130 participants).

- Trudeau Lecture by Professor John B. Robinson, 2008 Trudeau Fellow (University of British Columbia), “On Beyond Zebra: Being Undisciplined in Support of Sustainability” Ryerson University, Toronto, Ont., March 3, 2010 (more than 80 participants).
- Trudeau Summer Institute: “Creativity and Public Policy” Saskatoon, Sask., May 17-21, 2010 (115 participants).
- Trudeau Lecture by Professor Kathleen Mahoney, 2008 Trudeau Fellow (University of Calgary), “What is Justice?” Concordia University, Montreal, Que., June 3, 2010; as part of the 2010 Congress of the Canadian Federation for the Humanities and Social Sciences (close to 100 participants).

Events sponsored by the Foundation through the PIP:

- Seminar: “Social Sciences and Humanities in Motion: The Pierre Elliott Trudeau Foundation Audiovisual Archives” Paris, France, September 22-24, 2009, organized in partnership with the Audiovisual Research Archives Program, ESCoM-Fondation Maison des Sciences de l’Homme (more than 40 participants, including 20 Trudeau community members).
  - Seminar: “Citizenship in the City? Exploring the Type of Problem a City is” Ottawa, Ont., November 18-19, 2009 (close to 50 participants).
  - Scholars’ Workshop: “Research as Dialogue with Communities” Ottawa, Ont., November 19, 2009 (20 participants).
  - Writing Workshop: “Writing Beyond the Ivory Tower,” Orford, Que., January 28, 2010 (20 participants).
  - Seminar: “Refugees and the Regional Dynamics of Peacebuilding” New York City, USA, May 3-4, 2010, in collaboration with the International Peace Institute, the Peacebuilding Support Office of the United Nations, and UNHCR (more than 35 participants).
  - Scholars’ Workshop: “Ideas for Change: Creativity in Managing Socio-Ecological Systems” Saskatoon, Sask., May 21, 2010 (25 participants).
- ✓ **Sustained our knowledge dissemination efforts**, notably by editing and publishing the first volume of *The Trudeau Foundation Papers*.
  - ✓ **Continued to implement the Distinguished Review Panel’s recommendations** to make necessary adjustments to further increase the impact of our four programs.
  - ✓ **Adapted the Foundation’s governance**, particularly by increasing the frequency of our Executive Committee meetings and establishing a Governance Committee.
  - ✓ **Developed a new Strategic Plan** setting our priorities for 2010-2015.

- ✓ **Adopted a sound and actionable fundraising plan** to increase private funding in support of Foundation initiatives.
- ✓ **Stepped up discussions with Canadian universities** to assess the potential of co-sponsored Thematic Scholarships.
- ✓ **Improved the traceability of the Foundation's spending**, particularly through implementing a new management framework for the Fellowship with universities.
- ✓ **Made adjustments to personnel**, in a risk management perspective.

#### **4. THE YEAR AHEAD: ENHANCING CANADA'S RESEARCH AND INNOVATION CAPACITY IN THE SOCIAL SCIENCES AND HUMANITIES**

In 2010-2011, Foundation's efforts will complement those of Industry Canada in achieving Key Strategy #2 outlined in the Department's Business Plan 2010-2011: to foster the knowledge-based economy through enhanced research, innovation, training and skills. Indeed, the Foundation will continue to contribute to Canada's knowledge advantage by supporting Scholars, Fellows, and Mentors who are tackling questions in areas of national interest from a social and economic perspective, and by applying the KATE approach – Knowledge Acquisition, Transfer and Exchange – to all our activities. This is our contribution to enhancing Canada's research and innovation capacity, particularly in the social sciences and humanities.

##### **Accomplishments**

Since its creation, the Foundation has disbursed more than \$27 million through its programs. Direct transfers to individuals currently account for nearly \$20 million. The Foundation has granted 114 doctoral scholarships, recognized the research or creative work of 38 Fellows, and encouraged 58 eminent Canadians to become Mentors to our Scholars. Every year, each of these competitions has elicited great interest from our university partners and from groups and organizations involved in public policy research. 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 – nearly \$8 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 members. The annual Trudeau Conference on Public Policy has become a highlight in the intellectual life of the country, now attracting a wider audience.

All awards granted by the Foundation follow a peer-review process. The Foundation's website 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, the arts, and the media, 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 this past year, the Foundation's finances are still relatively strong. The original \$125 million endowment has grown just over \$150 million (as of May 31, 2010), our investment portfolios are healthy, and the Foundation has so far avoided the multiple traps in the market.

### **Strategic orientations**

In its March 2009 response to the *Five-Year Review*, the Foundation committed to developing a new Strategic Plan in 2010. The initial steps in the creation of the plan established four guiding principles to inform all new strategic initiatives. These are:

- **independence** in programs consistent with the highest levels of intellectual enterprise and innovation
- **integrity** in operations and governance to assure funders, supporters, and members of the community of the validity of the Foundation's purposes
- **internationalization** of the Foundation programs and activities to help ensure that Canadian innovation in the social sciences and humanities is the equal of the world's best, and
- a relentless focus on innovative **ideas** as the ultimate aim of the Foundation's many activities

The strategic planning exercise was preceded by a broad consultation with stakeholders that included both people associated with the establishment of the Foundation and representatives who have joined the Trudeau Community more recently.

As the Foundation develops, it becomes increasingly clear that it is differentiated from other funders by its long-term public purpose — that is, to create a durable, active, and influential network of policy makers, public intellectuals, and civically engaged scholars in the social sciences and humanities, a network that will serve as source of important, influential conversations and knowledge transfer on issues that matter in Canadian public life. This is an observation that is widely shared by the Foundation's stakeholders.

This long-term purpose is implicit in the founding vision of the Foundation. Practically speaking, however, it could not be expressed operationally until a substantial community developed, and particularly until the first Scholarship recipients began to take active roles in academic and public life. The Foundation's development is now reaching that point, and under this developmental momentum, as the community builds, new program possibilities are emerging.

The Foundation addresses this purpose through three forms of activity, though as noted some of these activities are only incipient in current operations. They are:

1. To provide a unique and intensely enriching developmental experience for the best and brightest young Scholars.
2. To sustain a productive affiliation within the Trudeau community.
3. To function as an incubator and disseminator of innovative ideas.

The three core functions are connected and mutually reinforcing in the Foundation's operational model. It is through productive exposure to new ideas in interdisciplinary, intergenerational, and international discourse that rich Scholarship, Fellowship, and Mentorship experiences are generated; these experiences nurture future engagement, making the development of the Trudeau network possible; and through the network, the Foundation is becoming a source of important ideas, building its profile and influence in Canadian public life, and attracting new and even better candidates to its programs.

Sustaining this operational model will drive the strategic cycle ahead. As a still-young organization maturing into its full purpose, the Foundation faces two central strategic challenges:

- a. First, it must ensure that its core functions are fully expressed through its programs. Therefore, the Foundation will dedicate most of its resources to continue the lean and efficient delivery of our Scholarship, Fellowship, Mentorship and Public Interaction programs.
- b. Second, in order to support the expanded programs, the Foundation must achieve appropriate sustainable scale and depth, both financially and organizationally. To do so, the Foundation must adapt its staffing and programming.

This year's proposed budget captures the above-mentioned strategic orientations and is presented in Section 5: *Budget Implications*.

## **Expected outcomes**

### ➤ ***Trudeau Scholarships***

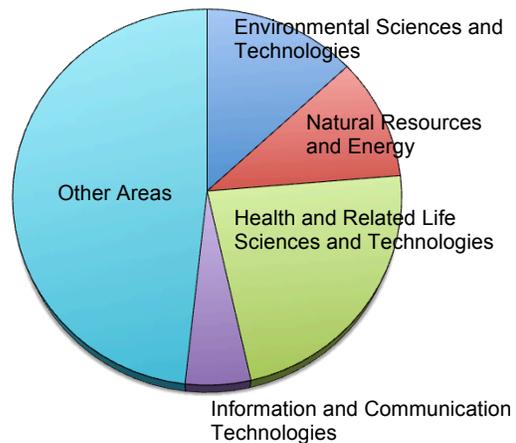
The Foundation currently supports 64 Scholars (as of June 30, 2010). They come from a wide variety of disciplines and represent all regions of the country. Scholars are recruited with the expectation that they will identify and illuminate new and emerging crucial social issues within the four priority domains of the Foundation. The 2010 Trudeau Scholarship competition attracted 197 complete applications from Canadian and foreign universities (185 applications in 2009). Applications were reviewed by an independent eight-member 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 underscored how the Foundation can partner with the Ministry of Industry in putting its plan in motion. We believe that our Trudeau Scholarship program is instrumental in this effort. The following charts illustrate the relevance of the research projects conducted by the Scholars we are funding. They show the distribution of the 2003-2010 Trudeau Scholars based on both the Foundation's themes and the priorities identified in the 2007 Science and Technology Policy.

**Graph 1**  
**Foundation Themes and Trudeau Scholars**  
**2003-2010**



**Graph 2**  
**S & T Policy Themes and Trudeau Scholars**  
**2003-2010**



*Graph 1* shows the distribution of the 114 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. Human rights and dignity is the most explored topic (53%), followed by people and their natural environment (20%), responsible citizenship (17%), and Canada in the world (10%).

*Graph 2* illustrates that half (52%) of the Trudeau Scholars are doing research directly related to one of the four priority areas outlined in the 2007 Science and Technology Policy. Overall, 23% 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, and 11% on natural resources and energy, whereas 5% of the research projects are on information and communication technologies.

At least twenty Trudeau Scholars are expected to complete their PhD degrees in 2010-2011, for a total of 50 PhDs 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 field<sup>1</sup>). As intended, former Trudeau Scholars stay in Canada after they complete their PhD, opting mostly for career paths in education and public service.

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" social and public policy issues.

**□ The Foundation intends to select fifteen new Trudeau Scholars in 2011.**

<sup>1</sup> 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.

### ➤ *Trudeau Fellowships*

An impressive number of Canadian universities are represented by the Trudeau Fellows, who are currently located in Newfoundland and Labrador, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia.

The Fellows' research programs are by definition oriented toward important public policy issues, including economy and gender (Isabella Bakker, York University); children's literature and representation of Aboriginal peoples (Clare Bradford, University of Winnipeg and Deakin University, Australia); political economy, social governance and security policies (Janine Brodie, University of Alberta); law, comparative federalism and multiculturalism (Sujit Choudhry, University of Toronto); law of international migrations (François Crépeau, McGill University); ethnomusicology (Beverley Diamond, Memorial University); social science, nationalism and Canadian studies (Alain-G. Gagnon, Université du Québec à Montréal); impact of immigration on the arts and literature (Simon Harel, Université du Québec à Montréal); fine arts and curating (Steven Loft, Ryerson University); human rights law (Kathleen Mahoney, University of Calgary); interactive research and sustainability (John B. Robinson, University of British Columbia); social identity and biography (Rosemary Sullivan, University of Toronto); historical fiction and citizenship (Guy Vanderhaeghe, University of Saskatchewan); constitutional law and Aboriginal rights (Jeremy Webber, University of Victoria). Research conducted by Trudeau Fellows falls under one or more of the four themes prioritized by the Foundation, as illustrated in *Graph 3*.

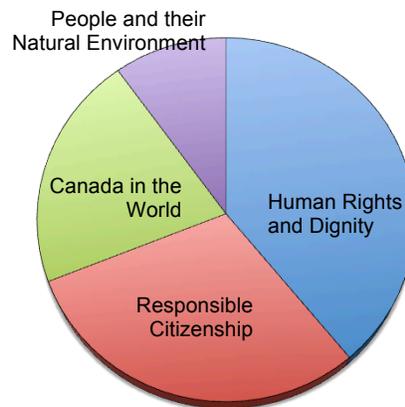
The 2010 Fellows nomination process identified potential candidates in a wide range of research fields and disciplines, as well as Canadian researchers outside of the country. The Foundation and its File Review Committee reviewed 72 nominations (compared to 62 nominations in 2009), including valid nominations from previous years. For the first time this year, a call for nominations for a national Visiting Trudeau Fellow was issued. A panel of five outstanding Canadians conducted an independent review of the files and recommended four candidates for the Board of Directors' approval.

The Trudeau Fellowship offers concrete support and encouragement to respected scientists, thinkers and artists who are part of Canada's intellectual trust – the people with the talent, drive, and potential to anticipate, understand, and engage in the crucial issues challenging Canadian society.

The Fellowship program's aim is threefold. First, it is intended to reward exceptional individuals who use evidence and creativity to inform public discourse and policy. Second, it fosters the best multidisciplinary research and knowledge dissemination within the social sciences and the humanities. Finally, it strives to establish Trudeau Fellows as outstanding participants within the universities, to challenge and encourage the next generation of scholars.

- ❑ **The Foundation intends to appoint four new Fellows in 2011**, including a second International Visiting Trudeau Fellow.
- ❑ **To increase fund traceability**, administration of a portion of the Fellowship will be transferred to the host university, in agreement with the Fellow.

*Graph 3*  
**Foundation Themes and Trudeau Fellows**  
**2003-2010**



*Graph 3* illustrates that human rights and dignity is a topic of interest to a significant proportion (39%) of Trudeau Fellows, followed by responsible citizenship (30%), Canada in the world (21%), and people and their natural environment (10%).

➤ ***Trudeau Mentorships***

The Trudeau Mentorship program is a bold experiment, based on the premise that PhD students need help and hindsight to integrate a policy perspective in their doctoral research, and to learn how to translate their results for a wider set of audiences. Trudeau Mentors are expected to participate in major annual events organized by the Trudeau Foundation, in addition to individual meetings and exchanges with their Scholars. This approach has given the Scholars more opportunities to interact with their designated Mentor, but it has also given them access to the full roster of Trudeau Mentors on a regular basis.

The Foundation considered 192 nominations (in comparison to 130 nominations in 2009) including 38 valid nominations from previous years. Mentorship candidates are screened and selected by an independent File Review Committee composed of senior decision-makers and social entrepreneurs, including leading members of the media, business and policy communities. After review and discussion, a list of ten potential 2010 Trudeau Mentors was submitted to the board for approval. *Table 1* provides a list of current Trudeau Mentors and demonstrates that the group indeed represents a unique and diverse pool of talent, experience, and intellectual resources.

□ **The Foundation intends to appoint up to twelve new Mentors in 2011.**

**Table 1**  
**Trudeau Mentors 2009-2010**

<b>Name</b>	<b>Year</b>	<b>Position at Time of Nomination</b>
Bartleman, James	2009	Chancellor, Ontario College of Art and Design; former Lieutenant Governor of Ontario
Berthiaume, Guy	2010	President and CEO, Bibliothèque et Archives nationales du Québec
Blyth, Chuck	2009	Superintendent, Nahanni National Park Reserve
Broadbent, Edward	2010	Fellow, School of Policy Studies, Queen's University; Former Leader, New Democratic Party; founding President Rights and Democracy
Campbell, Donald W.	2010	Senior Strategy Advisor, Davis LLP; former Group President CAE Inc.; former Deputy Minister of Foreign Affairs and International Trade; former Ambassador
Campbell, Maria	2010	Métis writer, playwright and teacher
Dupuis, Renée	2009	Lawyer and writer; former Chief Commissioner of the Indian Claims Commission
Fellegi, Ivan	2009	Chief Statistician Emeritus
Harder, Peter	2009	Senior Policy Advisor, Fraser Milner Casgrain LLP; former Deputy Minister
Jamieson, Roberta	2010	President and CEO, National Aboriginal Achievement Foundation; member of the Mohawk Nation from the Six Nations, Grand River Territory
Joe, Misel	2009	Saquamaw and Administrative Chief, Mi'kmaq Grand Council
Judd, Jim	2010	Former Director, Canadian Security Intelligence Service
McAskie, Carolyn	2009	Senior Fellow, Graduate School of Policy and International Affairs, University of Ottawa; former Assistant Secretary General for Peacebuilding, United Nations
McLellan, A. Anne	2009	Bennett Jones LLP; former Deputy Prime Minister of Canada and Cabinet Minister
Obomsawin, Alanis	2009	Documentary filmmaker; member of the Abenaki Nation
Pettigrew, Pierre S.	2010	Executive Advisor, International, Deloitte; former Minister of Foreign Affairs
Roberts, Edward	2010	Former Member of Parliament, Minister, and former Lieutenant Governor of Newfoundland and Labrador
Saint-Pierre, Guy	2010	Former President and CEO, SNC-Lavalin Group Inc.
Seymoar, Nola-Kate	2009	President and CEO, International Centre for Sustainable Cities
White, Jodi	2010	President, Sydney House Consultants; Distinguished Senior Fellow, Norman Patterson School of International Affairs and Arthur Kroeger College of Public Affairs, Carleton University; former President, Public Policy Forum

### ➤ *Public Interaction Events*

The Trudeau Conference on Public Policy is our flagship event. With close to 250 participants (2009), it takes place in different cities across Canada and brings together the Trudeau community – Fellows, Scholars and Mentors – as well as public decision-makers from a variety of backgrounds. The Foundation will hold its next annual conference titled “Equal in Dignity: Human Rights and the Passage of Generations” in Winnipeg, Man., in November 2010. A Scholars’ Workshop will precede the event.

In February 2011, the annual Mentors-Scholars Retreat in Niagara-on-the-Lake, Ont., will be a unique opportunity for our Scholars to share concerns, experiences, and best practices, and to spend time with a group of eminent Canadian policy-makers. Moreover, for most of the 2011 Mentors appointed in November, it will be their first contact with the Trudeau community. All Trudeau Mentors and Scholars, including Mentors from previous years, are invited.

In May 2011, our Summer Institute in Whistler, B.C., will offer exceptional collaboration opportunities and intense networking among Trudeau Scholars, Fellows and Mentors. A wealth of experience, knowledge, and interdisciplinary exchange will transform these four days of plenary sessions, seminars, excursions and informal discussions into much more than a meeting. The Summer Institute is the ideal place to find out about research carried out by Trudeau Community members, to make contact with colleagues in preparation for other events, and to learn more about other disciplines.

The 2010-2011 Trudeau Lectures series will promote the Trudeau Fellows across Canada and disseminate their key ideas. The series will consist of five public lectures – one by each of the five Fellows in their Fellowship’s second year – organized by the Foundation in collaboration with different Canadian universities. Trudeau Fellows use these fora to highlight their ideas, their research and their role as public intellectuals.

Here is the calendar for the 2010-2011 Trudeau Lectures featuring the 2009 Fellows:

- September 2010: Simon Fraser University, B.C., Trudeau Lecture by Professor Clare Bradford (University of Winnipeg and Deakin University, Australia)
- February 2011: Brock University, Ont., Trudeau Lecture by Professor Isabella Bakker (York University).
- March 2011: Université Laval, Que., Trudeau Lecture by Professor Jeremy Webber (University of Victoria).
- April 2011: University of Regina, Sask., Trudeau Lecture by Professor Simon Harel (Université du Québec à Montréal).
- June 2011: University of New Brunswick, Trudeau Lecture by Professor Beverley Diamond (Memorial University), as part of the 2011 Congress of the Canadian Federation for the Humanities and Social Sciences.

The second volume of *The Trudeau Foundation Papers* will be published in November 2010 and will combine the five lectures given by our 2008 Trudeau Fellows in 2009-

2010, covering themes from migration and justice to biographical writing, and from the historical novel to sustainability.

The Foundation will also encourage members of the Trudeau Community to organize PIP events – public policy workshops and seminars – linked to one or several of the Foundation themes with a view to generating a richer public debate on important societal issues. Finally, the Foundation will collaborate with a number of institutions and organizations to advance discussions in wider fields.

- **The Foundation will organize and hold eight Trudeau events and support at least two additional PIP events in 2011.**

### **Establishing new Thematic Scholarships**

Building on the success and potential of the Trudeau Scholarships, the Foundation intends to establish partnerships this year to expand its Scholarship program through the implementation of Thematic Scholarships, innovative, university-specific Trudeau doctoral scholarships, each based on one or more of the Foundation's themes and each supported permanently by funding from individual partner universities and their sponsors. The Foundation wishes to create two such Scholarships for the 2012 Scholarship competition. At term, the Thematic Scholarships will enable the Foundation to expand the Scholarship program from 15 to 25 scholarships annually, as intended in the original vision for the Foundation.

### **Hiring a Director, Revenue Development**

In 2010-2011 the Foundation will employ a Director, Revenue Development, with accountability for charitable fundraising, sponsorships, and other sources of external revenue. The hiring process should start in the fall of 2010 and the director should be in position in early 2011. The new director will be a senior, established development professional with the skills, experience, and confidence to engage major corporate and individual donors at the highest levels both in Canada and abroad. He or she will act in the short term to implement current development plans, such as the planned giving initiative, and to draft a comprehensive fund development strategy for the Foundation with the objective of raising a second endowment to cover the incremental costs of the new strategy and establish the groundwork for future financial sustainability.

### **Fundraising efforts**

Based on current costs and returns, a second endowment will be required to provide long-term support for the new program and organizational development initiatives not associated with the Thematic Scholarships. This is the fundraising strategy recommended by the *Five-Year Review*. The recently approved planned-giving initiative, with a particular emphasis on bequests, is a first step in this direction. The initiative will need to be followed by a more comprehensive long-term fundraising plan, to be prepared by the new Director, Revenue Development.

## Production cycle

As Foundation programs are running at full capacity, the management of the Foundation is efficient and transparent, and both Foundation management and staff are striving to align with best practices in the sector. The Foundation's organizational structure is lean and flexible, focused on the delivery of its four core programs, and the production cycle is intensive. *Table 2* presents a simplified calendar describing the Foundation's programming milestones for the upcoming year.

**Table 2**  
**Foundation Production Cycle for 2010-2011**

Date	Activity
September 2010	Public Announcement: 2010 Fellows
September 2010	Nomination Deadline: 2011 Mentorships
September 2010	Call for Nominations: 2011 Fellowships
September 2010	Trudeau Lecture at Simon Fraser University
October 2010	Call for Applications: 2011 Scholarships
October 2010	Selection Process: 2011 Mentors
November 2010	Nomination Deadline: 2011 Fellowships
November 2010	Board Meeting and Annual Meeting of the Members
November 2010	Trudeau Conference on Public Policy
December 2010	Nomination Deadline: 2011 Visiting Fellowship (International)
December 2010	Submission of 2009-2010 Annual Report to the Minister
December 2010	Submission of 2009-2010 Annual Report on ATIP* to Parliament
December 2010	Nomination Deadline: 2011 Scholarships
January-February 2011	Selection Process: 2011 Fellows
February 2011	Public Announcement: 2011 Mentors
February 2011	Trudeau Mentors-Scholars Retreat
February 2011	Trudeau Lecture at Brock University
February-March 2011	Selection Process: 2011 Scholars
March 2011	Trudeau Lecture at Université Laval
April 2011	Trudeau Lecture at the University of Regina
April 2011	Board Meeting
May 2011	Public Announcement: 2011 Scholars
May 2011	Trudeau Summer Institute
May 2011	Submission of <i>InfoSource</i> Chapter and Statistics on ATIP* to Treasury Board
June 2011	Trudeau Lecture at the University of New Brunswick
June 2011	Submission of 2011-2012 Business Plan to the Minister
June 2011	Call for Nominations: 2012 Mentorships
August 2011	Financial Year-End

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

## 5. BUDGET IMPLICATIONS

### (A) PROGRAM COSTS

#### Overall Budget Framework for Programs

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

**Scholarships** are tenable for three years, with a possible fourth-year extension to allow the Scholar to either complete their doctorate or undertake a post-doctoral opportunity. The Foundation offers this extension only where there is strong evidence that the doctorate will be completed during this fourth year or on proof of an exceptional post-doctoral opportunity. Supervisors are contacted directly 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.

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 an extension is granted for completion of the doctoral studies, the Scholar receives both a stipend and an annual travel and research allowance for up to 12 months' time, based on the annual equivalent of \$35,000 (or \$40,000 for 2009 and subsequent cohorts) plus the annual equivalent of \$2,000 for the ATA. Post-doctoral extensions, also granted for up to 12 months, provide the Scholar with the annual equivalent of a \$15,000 all-encompassing grant (\$20,000 for 2009 cohorts and thereafter). All such stipends remain subject to the award accumulation restriction and available funding.

For presentation purposes, the stipend is reflected in the Scholarship program budget, whereas the annual travel and research allowance is part of the public interaction program budget.

**Fellowships** are valued at \$225,000 each and are tenable for three years. A change to the administration and payment schedule of this program was approved in April 2009, subsequent to the adoption of the 2010 budget. 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. The Foundation fully expects that this new arrangement will facilitate 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 budget.

For presentation purposes, commencing with the 2010 latest estimate and 2011 budget, the full award – \$225,000 per Fellow – is reflected under the Fellowship program.

**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 presentation purposes, the honorarium is reflected in the Mentorship program budget, whereas the annual travel and networking allowance forms an integral part of the Public Interaction Program budget.

**Public Interaction Program (PIP).** Fulfilling as it does 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 PIP budget. In any given year, the allowance may be drawn on by as many as 20 Fellows, 60-75 Scholars (\$15,000-\$20,000 per Scholar), and 16 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 2010-2011**

#### ➤ *Scholarships*

The single largest program expense is base awards to the Scholars. The 2011 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.<sup>2</sup>

#### ➤ *Fellowships*

The Fellowship Program’s budget represents the third largest budgetary envelope among program costs, reflecting the selection costs and full award value committed to the four Fellows to be appointed in 2011.<sup>3</sup>

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<sup>2</sup> The Scholarships are expensed in a lump sum each year in order to comply with accounting standards. In fact, however, five cohorts will receive funding at some time during fiscal 2011. In addition to the fifteen 2011 Scholars, Scholars from the 2007 cohort will be receiving the last of their fourth-year funding at the beginning of fiscal 2011, as the 2008 cohort receives their third-year instalments, the 2009 cohort, their second-year instalments, and the 2010 cohort will their first-year instalments.

<sup>3</sup> These Fellowships are expensed in a lump sum each year in order to comply with accounting standards. In actual fact, however, four groups of Fellows will be receiving funding during fiscal 2011, being at various

➤ ***Mentorships***

The Mentorship program budget reflects the selection costs and honoraria of ten new Mentors in January 2011. Like the Fellows and Scholars, multiple groups of Mentors will be active participants during fiscal 2010-2011.<sup>4</sup>

➤ ***Public Interaction Program***

The Public Interaction Program's (PIP) 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 multiple 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.

The evolution of the PIP program's activities continues 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.

The Strategic Plan provides for the measures that the Director, Revenue Development, will undertake in 2010-2011 to enhance the public interaction program's financial structure.

**(B) OPERATING COSTS**

**Overall Budget Framework and Budgeted Costs for 2010-2011**

The *Funding Agreement* with the Government of Canada allows the Foundation to spend up to 1.5% of the total value of the Fund on "operating costs."

- The budget for 2010-2011 projects an expenditure of roughly 1.25% of Total Net Assets on operating costs, which include investment counsel fees, administrative expenses, all program planning and delivery, and costs related to the Foundation's obligations under the Access to Information and Privacy legislation.

Budget 2010-2011 sees the reinstatement of certain necessary costs, following the precautionary spending freeze of fiscal 2009. By way of a reminder, there was a concern that the Periodic Evaluation of fiscal 2009 might entail cost overruns. The challenge to contain the evaluation costs was met, but, the severe cutbacks created an unsustainable operational environment. Fiscal 2010 and Budget 2010-2011 represent a return to more normal levels.

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stages of their respective mandates: the five Fellows named in April 2008 will be receiving their final instalments during 2010-2011; the 2009 Fellows receiving funding from 2009-2012; the 2010 Fellows from 2010-2013. The 2011 Fellows will receive their funding from fiscal 2011 through fiscal 2014.

<sup>4</sup> The ten Mentors who started in January 2009 will be funded in 2009 and 2010, the ten 2010 Mentors will be funded in 2010 and 2011, and the 2011 Mentors will be funded in 2011 and 2012.

In response to both the *Five-Year Review* and the Strategic Plan, the Foundation is making staffing adjustments in order to establish an appropriate and sustainable infrastructure. Fiscal 2009-2010 reflects one part-time and seven full-time staff members, as well as the continued use of contract workers for specific functions. 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, cost of living increases, and the addition of a Program Assistant result in a modest increase to the 2010-2011 Administrative and Program Delivery budgets.
- The resumption of essential professional services is also evidenced in the 2010 latest estimate and the 2010-2011 budget, and are allocated to both the Administrative and Program Delivery budgets.
- The 2010-2011 Administrative budget includes an \$80,000 envelope for a planned-giving campaign, to be launched during the year, as well as a \$20,000 provision for the balanced scorecards. These initiatives are in response to the recommendations made in the *Five-Year Review*.
- Following from the Strategic Plan, a Director, Revenue Development will be hired during the 2010-2011 fiscal year. The Strategic Plan budget makes provision for this newly created position and ancillary costs in line with the deliverables for the first year.

The Foundation has been subject to the Access to Information and Privacy Acts ("ATIP") and the Library and Archives Act since April 2007. A certain number of processes and documents have been created to ensure compliance to these acts, and some additional investments are required to comply with the Library and Archives Act triggered by ATIP. The actual costs can vary widely from year to year. As per Industry Canada's directive, these costs must be absorbed by the operating costs budget and as such fall within the 1.5% spending cap.

- The 2011 budget includes a provision of \$30,000 for costs related to ATIP and Library and Archives compliance.

The *Funding Agreement* also requires that an Annual Report be prepared each year, and this is included in Administrative expenses. The budget reflects an increased volume of paper copies for use where the online version is not practical.

## **6. STRATEGIC PLAN BUDGET**

A budget has been developed to support the initiatives outlined in the new Strategic Plan for 2010-2015. Most strategic plan expenses are conditional on the success of the fundraising campaign, and new initiatives will only be deployed once the necessary funding has been secured. The Executive Committee will monitor the strategic plan budget items and their reconciliation with the general budget on an ongoing basis. Please refer to the Strategic Plan and related budget for more detailed information.

## **7. INVESTMENT PERFORMANCE**

The Foundation's defensive approach in the wake of the economic events of 2009 resulted in a pyrrhic victory during 2010: the very real risk of loss was successfully mitigated at the expense of investment returns. At the six-month mark, the Foundation's fiscal 2010 revenue stream was expected to end the year at 90% of the previous year's level, even as some basic operational expenses were being restored. In short, all investment income is being fully deployed.

As at May 31, 2010, the market value of the Humanities & Human Sciences Fund investments stood at \$150,038,982 compared with \$149,605,214 at May 31, 2009. In the aggregate, the return on investment for the 12 months ended May 31, 2010, was 4.14% compared to the 12-month return of 6.17% at May 31 of last year. The lifetime rate of return, as shown in the chart below, is 5.37% compared to its benchmark of 5.6%. During the 12 months ended May 31, 2010, \$5.2 million were withdrawn to provide operating capital.

Regular discussions with the investment managers have been underway throughout the period with a view to revisiting all the investment possibilities permitted by the investment guidelines. It is fully anticipated that any repositioning of the portfolios to improve the revenue stream will, at this point, result in offsetting capital losses.

The Foundation's reaction and proactive responses to this situation are further discussed in the following section.

**The Pierre Elliott Trudeau Foundation**  
**Average Annual Compounded Rate of return of investments (gross of fees)**  
*Market value - May 31, 2010*

	<b>BMO - Harris Rate of return</b>	<b>RBC Investments Rate of return</b>	<b>Combined Rate of return</b>
<b>Rate of Return</b> , inception to May 31, 2010	<b>5,60%</b>	<b>4,80%</b>	<b>5,37%</b>
vs	vs	vs	vs
<b>Benchmark</b>	<b>5,60%</b>	<b>5,60%</b>	<b>5,60%</b>
DEX MT (50%), ST (50%) bond govt / bond			
<b>One-year Rate of Return</b> to May 31, 2010	<b>3,80%</b>	<b>5,00%</b>	<b>4,14%</b>
vs	vs	vs	vs
<b>Benchmark</b>	<b>3,30%</b>	<b>5,40%</b>	<b>3,90%</b>
DEX MT (50%), ST (50%) bond govt / bond			
<b>Total funds invested</b>	\$ 94 553 920	\$ 31 936 913	\$ 126 490 833
<b>Investment Counsel fees</b>	\$ 1 693 848	\$ 1 099 874	\$ 2 793 722
<b>Transferred to operating</b>	\$ 30 452 871	\$ 707 687	\$ 31 160 558
<b>Total cash withdrawn</b>	\$ 32 146 719	\$ 1 807 561	\$ 33 954 280
<b>Market value - May 31, 2010</b>	\$ 106 934 006	\$ 43 104 976	\$ 150 038 982
<b>Market value - May 31, 2009</b>	\$ 108 466 978	\$ 41 138 236	\$ 149 605 214

**Benchmarks:**

DEX MT (50%), ST (50%) ...

... bond govt index

... bond index

## 8. FINANCIAL ISSUES

The changes to the Fellowship program have now been implemented, with the effect of maximizing the use of the Fellows' annual travel, research and networking allowance (ATA). Unused funds – which were not insignificant in earlier years – are no longer available for other spending initiatives or to provide a stable level of operating funds during lean years.

Having strictly controlled its operating expenses and contracted its program expenditures over the years, the Foundation is now obliged to address the adequacy of its operational structure. The necessity of increasing its staff, at once a risk management issue and a sustainability issue, has become obvious.

Insufficient investment returns, coupled with the above-mentioned points and the simple fact of inflation, have revealed the urgency of a planned giving campaign, which will be undertaken in fiscal 2010.

The upcoming year will also see concerted efforts to identify sponsors for the Thematic Scholarships and related Mentorships. The newly appointed Director of Revenue Development will be charged with raising a second endowment to cover the incremental costs of the Foundation's new strategic direction and secure a measure of future financial stability.

The Foundation also continues to seek partnerships and corporate sponsorships for its events and programs.

Appendix 1—*Financial Information*, follows.

## APPENDIX 1: FINANCIAL INFORMATION

### Statement of Revenues & Expenses

for the year ended August 31st

	2011 <sup>1</sup> budget	2010 <sup>1</sup> latest estimate	2009 audited	2008 audited	2007 audited	2006 audited
<b>Revenues</b>						
Interest income (note 2)	6 261 984	6 036 088	6 593 614	6 816 482	6 012 057	6 001 474
Gain on disposal of fixed income securities (note 2)		1 606 751	212 250	805 015	22 905	92 017
Unrealized gain on marketable securities			2 322 724	3 640 079		
Donations and other revenues			51 902	1 600	0	0
<b>Total Revenues</b>	<b>6 261 984</b>	<b>7 642 839</b>	<b>9 180 490</b>	<b>11 263 176</b>	<b>6 034 962</b>	<b>6 093 491</b>
<b>Expenses</b>						
<b>Program Costs (note 3)</b>						
Fellowship program	918 500	909 620	662 303	773 175	760 461	758 811
Mentorship program	218 000	214 025	211 681	184 268	149 067	180 584
Scholarship program (note 4)	1 841 600	1 830 800	1 863 618	1 897 656	1 512 846	1 308 420
Public interaction program (note 5)	1 347 039	1 233 618	1 326 635	1 292 059	1 270 177	1 096 352
sub-total, Programs:	4 325 139	4 188 063	4 064 237	4 147 158	3 692 551	3 344 167
<b>Operating Costs</b>						
Investment counsel fees (note 6)	390 000	390 000	380 265	361 074	353 421	356 382
Programme Delivery costs (note 7)	728 450	716 320	675 028	618 167	633 904	615 936
Administrative costs (note 7)	783 546	796 720	598 343	629 992	524 693	604 080
Accountability & Transparency under ATIP (note 8)	30 000	10 000	9 726	45 522	28 963	0
sub-total, Operating Costs:	1 931 996	1 913 040	1 663 362	1 654 755	1 540 981	1 576 398
<b>Total expenses, GAAP basis:</b>	<b>6 257 135</b>	<b>6 101 103</b>	<b>5 727 599</b>	<b>5 801 913</b>	<b>5 233 532</b>	<b>4 920 565</b>
<b>Excess of Revenues over Expenses:</b>	<b>4 849</b>	<b>1 541 736</b>	<b>3 452 891</b>	<b>5 461 263</b>	<b>801 430</b>	<b>1 172 926</b>

Note 1.

Years 2010 and 2011 are subject to year-end adjustments.

Note 2.

2010 latest estimate: Year to date realized gains for the six months ended February 28, 2010.

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.

2010 LE and 2011 budgets reflect 4 Fellows under the revised agreement, 15 Scholars and 10 Mentors, plus ancillary selection-, nomination-, and recognition costs.

Note 4.

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 5.

PIP increase from 2008 - 2009 results from the unsponsored portion (\$54,000 of the total \$100,000) of the new Trudeau Lectures series for 2009, as well as a greater allowance for some annual and one-time events, in view of the increasingly higher participation rates being enjoyed.

In 2010 latest estimate, a one-time \$20,000 budget supplement was authorized to allow for the sponsoring of two international PIP events (Paris, New York), offset by a shift of the Fellows' ATA from the PIP into the Fellowship program.

Note 6.

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

Note 7.

The Five-Year Review required by Industry Canada was originally budgeted in fiscal 2008 (\$50 K) and 2009 (\$100 K). It took place in fiscal 2009, and is reflected in 2009 Program Delivery costs. Strict measures were in effect during fiscal 2009 (admin and program operating cost freezes, program rollbacks), in order to mitigate potential cost overruns from the Review process. Fundraising costs are included under Admin, and covered by the Private Donations fund.

Note 8.

The Foundation became subject to access to information and privacy acts effective April 1st, 2007.

#### Operating Expenses restriction, as per Funding Agreement

	2011 budget	2010 LE	2009 audited	2008 audited	2007 audited	2006 audited
Total Operating Costs, as per pro-forma f/s	1 931 996	1 913 040	1 663 362	1 654 755	1 540 981	1 576 398
less: fundraising costs paid from Private Donations	80 000	0	0	18 266	0	53 856
Total Operating Costs paid from "Humanities... Fund"	1 851 996	1 913 040	1 663 362	1 636 489	1 540 981	1 522 542
Humanities & Human Sciences Fund value	147 868 365	147 845 500	146 364 447	142 951 860	138 586 474	137 842 523
Operating Expenses as a % of Fund Value	1,253%	1,307%	1,164%	1,181%	1,118%	1,114%

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