

Parliamentary Internship Programme 2020-21 Annual Report



Annual General Meeting
Canadian Political Science Association
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Director

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Director's Message

I am delighted to present the Parliamentary Internship Programme's (PIP) 2020-21 Annual Report to the Canadian Political Science Association (CPSA).

The COVID-19 pandemic dramatically reshaped the experience of the 2020-21 internship cohort relative to previous years. Such changes began with a mostly-virtual orientation in September, and continued with remote work in their MP placements, virtual study tours, and Brown-Bag lunches over Zoom. Yet while limiting some aspects of the PIP experience, the pandemic provided opportunities as well. The interns took full advantage of the virtual format to meet with academics, politicians, and other public figures who were inaccessible to previous cohorts relying on in-person meetings. They also learned new skills for online engagement that will serve them well in the hybrid work environment that is emerging as COVID-19 recedes.

One thing the pandemic could not change was the steadfast support of the PIP's various partners. We are greatly indebted to our sponsors who chose to prioritize their contributions to PIPs despite the many pressures they faced. In addition to their usual responsibilities for the Programme, both the PIP's House of Commons Liaison, Scott Lemoine, and the Programme Assistant, Melissa Carrier, also worked tirelessly to ensure that the interns were kept up to date on the changing COVID guidance within the parliamentary precinct, and to ensure that they had access to the resources they needed for remote work.

House of Commons Speaker Anthony Rota, the Patron of the PIP, similarly gave freely of his time, not only meeting with the interns during their orientation but also organizing a special event where he and the Speaker of the British House of Commons, shared with the interns about how the two chambers had adapted to COVID-19. The Clerk of the House of Commons, Charles Robert, has likewise continued to share his expertise and enthusiasm interns and been an ongoing source of guidance to the PIP. Our host MPs also went out of their way to help the interns integrate into their offices despite the challenges of distance and technology.

I am also very grateful for the ongoing support of the CPSA. The CPSA staff, including Executive Director Silvina Danesi, Administrator Michelle Hopkins, and Financial Coordinator Tim Howard, have been very patient as I learned the Director's role. The Board of Directors, and especially CPSA President Joanna Everitt, Vice-President Cheryl Collier, and Treasurer Martin Papillon have also provided invaluable guidance as we adapted PIP to the pandemic.

Last, but certainly not least, I would also like to thank this year's interns – Somaya Amiri, Amélie Cossette, Gabrielle Feldmann, Valere Gaspard, Olga Goulet Doyon, Hanna Hughes, Daniel Lukac, Samuel Maclennan, Tristan Masson, and Christelle Tessonno – for their resilience and flexibility as we adapted to the pandemic, and their patience with me as took a new role in less than ideal times. I can't wait to see where the future will take you.

Sincerely,

Dr. Paul Thomas
Director, Parliamentary Internship Programme



Foreward: A brief overview of the PIP

The Parliamentary Internship Programme (PIP) is a unique non-partisan work-study initiative that each year gives 10 recent Canadian university graduates the opportunity to work for Canadian Members of Parliament (MPs) and undertake a program of academic study and professional development. The Programme has three objectives:

- to provide an educational opportunity for young Canadians;
- to provide highly qualified assistants for MP;
- and to contribute to public knowledge of Parliament.

Interns receive a modest salary while in the Programme, which runs from September to June. Over 500 interns have now completed the Programme, with many going on to distinguished careers in public service, politics, academia, business, journalism, and the charitable sector.

The PIP was created following a House of Commons motion introduced by the late MP Alfred Hales that was unanimously adopted in 1969. As [originally recommended](#) by the Standing Committee on Procedure and Operation, the PIP is jointly operated by the House of Commons and the [Canadian Political Science Association](#) (CPSA), a charitable organization dedicated to promoting the study of government and politics in Canada. The Speakers of the House of Commons serve as the Patrons of PIP to ensure its non-partisan position within the House. This tradition was most recently continued in 2019 with the Honourable Anthony Rota, the 43rd Speaker of the House, agreeing to serve as Patron following his election to the role. The Clerk of the House also regularly engages with the interns.

The partnership between the House and the CPSA is governed by a Service Agreement that is renewed every three years. Under the Agreement the House facilitates the Interns' placements with MPs and provides administrative support through a half-time Programme Assistant. The Assistant supports a wide range of PIP operations, including Programme meetings and events, programme recruitment and orientation, and correspondence. The Service Agreement also allows the PIP to utilize a range of House resources, such as meeting space, translation services, language training courses. In addition, the House of Commons' [Members By-Law](#) provides Interns with several of the same supports afforded to MPs' staff, such as access to travel funding for riding visits. The House designates a senior staff person to serve as Liaison to the Programme to help navigate any issues that may arise.

Funding for the interns' salary and Programme activities is provided by a range of external sponsors who provide varying levels of support. Together, the sponsors represent a diverse cross-section of Canadian businesses, industries associations, and government agencies. Several "Friends" of the PIP also provide in-kind assistance or support for specific projects. The Programme is indebted to these dedicated partners, and especially our two Platinum sponsors – the Social Sciences and Humanities Research Council and the Bank of Montreal – who together provide over a quarter of the PIP's core funding.

The CPSA manages the PIP's day-to-day operations, maintains the Programme's academic standards, and raises funds for Programme operations. The CPSA employs the PIP Director as the Programme's full-time administrative and academic head. The Director organizes and chairs the intern selection committee; plans the orientation program; teaches and oversees the weekly



academic seminars and “Intern Caucus”; provides advice to the interns; liaises with Programme stakeholders (sponsors, alumni, academics, House staff, MPs) and organizes annual events. The Director is also responsible for the PIP’s budget, fundraising, grant-writing, stakeholder agreements, annual report, communications, and human resources management. Various CPSA staff support the Programme Director with financial administration and planning, while the CPSA Board provides overall governance and accountability for the Programme.

Further oversight and guidance is provided by the PIP Advisory Board, comprising representatives of the CPSA, sponsors, the PIAA, and friends of the program, which meets twice annually to review the draft annual and semi-annual reports and provide feedback and support to the Programme Director. Many PIP alumni also volunteer their time to promote the Programme, fundraise, guide potential applicants, provide advice to new interns moving to Ottawa, and support current interns through networking and their post-internship job search.



Introduction

Every Parliamentary Internship cohort faces unexpected challenges. The 2020-21 interns were recruited in March 2020 before the COVID-19 pandemic was declared, but continued with their commitment to the Programme despite the drastically changed circumstances that greeted them as they arrived in Ottawa in September. While the 2019-20 interns experienced the chaotic first few months of the coronavirus pandemic, the 2020-21 cohort was the first (and will hopefully be the last) to complete their entire internship during a public health crisis.

Despite these challenges, however, the Programme has continued to provide the interns with an exceptional non-partisan work-study opportunity. Each intern completed full-time placements with both a government and an opposition MP, took part in weekly academic seminars, and engaged in virtual study tours to a range of locations in Canada and beyond. Additionally, the interns are in the process of completing original research papers on a range of timely topics including the representation of communities affected by COVID-19 and the use of discourses on race in parliamentary debates. The PIP's ability to continue in the face of ongoing uncertainty and rapidly shifting public health restrictions is a testimony to the interns' personal resilience and adaptability.

In addition to providing a meaningful experience for the interns in challenging circumstances, the 2020-21 Programme year also saw considerable progress in ongoing efforts to strengthen the operation and administration of the PIP. Most importantly, the interns have now transitioned to become direct employees of the CPSA, providing them with greater rights and protections, including eligibility for Employment Insurance and other benefits should they be unemployed at the end of the Programme. Progress was also made towards increasing the intern stipend, and the PIP continued to enjoy strong support from its various sponsors and friends of the Programme.

Part I of this 2020-21 annual report provides an introduction to the interns and reviews their many activities throughout the year. Part II reviews recruitment process for the 2021-22 cohort, and presents the interns selected. Finally, Part III of the report is devoted to PIP administration, including a financial update and a review of strategic planning for the coming year.



Part I: 2020-21 Intern Activities

The 2020-21 PIP Cohort

The 51st intern cohort included six women and four men from five provinces: British Columbia, Alberta, Manitoba, Ontario, Québec, and Nova Scotia. The group included four francophones and six anglophones. Four held graduate degrees; eight majored in political science or related disciplines, and one in history. Below are the 2020-21 interns and their MP placements:

Somaya Amiri – *Maple Ridge, BC*

BA (Political Science), McGill University

- Robert Oliphant, MP for Don Valley West (Liberal)
- Alain Rayes, MP for Richmond-Arthabaska (Conservative)

Amélie Cossette – *Shawinigan, QC*

BScSoc spécialisé (Études des conflits et droits humains), Université d'Ottawa

- Arif Virani, MP for Parkdale-High Park (Liberal)
- Stéphane Bergeron, MP for Montarville (Bloc Québécois)

Gabrielle Feldmann – *Waterloo, ON*

BSocSc Joint Honours (Public Administration and Political Science), University of Ottawa

- Sameer Zuberi, MP for Pierrefonds-Dollard (Liberal)
- Greg McLean, MP for Calgary Centre (Conservative)

Valere Gaspard – *Leamington, ON*

BA Honours (Honours Specialization in Political Science and Major in Philosophy),
Western University

- Marilène Gill, MP for Manicouagan (Bloc Québécois)
- Terry Beech, MP for Burnaby North-Seymour (Liberal)

Olga Goulet-Doyon – *Saint-Joseph-de-Beauce, QC*

BA (Sciences politiques), Université Laval

MA (Political Science), University of Toronto

- Lianne Rood, MP for Lambton-Kent-Middlesex (Conservative)
- Kody Blois, MP for Kings-Hants (Liberal)

Hanna Hughes – *Prince George, BC*

BA (Political Science and International Studies), University of Northern British Columbia

- Nathaniel Erskine-Smith, MP for Beaches-East York (Liberal)
- James Bezan, MP for Selkirk-Interlake-Eastman (Conservative)

Daniel Lukac – *Dawson Creek, BC*

BA (Political Science), University of Northern British Columbia

Certificate (Cultural Planning), University of British Columbia Extended Learning

MA (Political Science), Queen's University

- Earl Dreeshen, MP for Red Deer-Mountain View (Conservative)
- Rachel Bendayan, MP for Outremont (Liberal)



Samuel MacLennan – Calgary, AB

BSc Honours (Life Sciences and Religious Studies), Queen’s University
MA (Religious Studies), Queen’s University

- The Hon. Michelle Rempel Garner, MP for Calgary Nose Hill (Conservative)
- Iqra Khalid, MP for Mississauga-Erin Mills (Liberal)

Tristan Masson – Winnipeg, MB

BA Honours (Political Science, Minor Sustainability Studies), Concordia University
MPhil (International Relations and Politics), Cambridge University

- Ali Ehsassi, MP for Willowdale (Liberal)
- Leah Gazan, MP for Winnipeg Centre (NDP)

Christelle Tessono – Montréal, QC

BA (Political Science, Minor History), McGill University

- Matthew Green, MP for Hamilton Centre (NDP)
- Greg Fergus, MP for Hull-Aylmer (Liberal)

Adjusting to the pandemic

Although the COVID-19 pandemic substantially altered the delivery of the 2020-21 Parliamentary Internship Programme, it did not significantly affect the PIP’s ability to achieve its three core objectives of providing an outstanding educational experience, providing support to MPs, and increasing public knowledge of Parliament.

Balancing in-person and virtual activities

The interns were contacted prior to the start of the year to ask if they had any concerns or personal vulnerabilities that might limit their capacity to move. None did, and the interns moved to Ottawa as usual in the hope that the pandemic would be controlled as the year progressed.

The Director regularly spoke with the House of Commons Liaison, Scott Lemoine, through the summer to ensure that the PIP complied with the COVID-19 protocols developed by the House. Mr. Lemoine was very helpful in ensuring that various parts of the House administration knew that the interns could be present on the Hill despite restrictions on “outside” organizations. These efforts enabled us to have four days of socially distanced in-person meetings during the orientation, which was very helpful to develop a sense of collegiality among the cohort.

In early September, the Director surveyed the interns to gauge their level of concern with the pandemic and views on how to adapt. The responses demonstrated that the interns were significantly concerned with the potential impact of isolation on their mental health, and were generally comfortable with in-person gatherings provided that social distancing provisions were followed. In keeping with these views, we held one socially distanced lunch with a sponsor (CropLife) in a private room at the Metropolitan restaurant in mid-September.

Unfortunately, the start of the second wave and the scheduling demands on the larger House of Commons committee rooms has meant that all group activities, including the weekly intern caucus, academic seminars, Brown Bag Lunch series, and meetings with Programme sponsors



moved to video conferencing beginning in October. While the extent of public health restrictions in Ottawa fluctuated over the subsequent months, the Programme did not return to in-person meetings in order to minimize the interns' risk of exposure to the pandemic. The legislative study tours and incoming visits from partner internship programs were also conducted virtually.

Despite this move to virtual meetings for our group activities, the interns' individual placements with MPs were relatively unaffected by the pandemic during the Fall, with most interns working at least one day per week from their MPs' offices. This reflects the large size of the MP office suites, which permit social distancing, as well as the interns' own preferences to avoid isolation. Several interns were also able to complete socially distanced riding visits in November.

However, this situation changed following the introduction of tougher public health measures in Ontario in late 2020. Several of the interns did not return to Ottawa from their winter holidays, choosing to remain with their families rather than isolate on their own. Several others relocated to be with their families over the subsequent months, such that just four interns remained in Ottawa as of May. Riding visits were also suspended.

The Director remained in close contact with House of Commons Liaison Scott Lemoine throughout the year and regularly updated the interns on changing COVID-19 protocols at Parliament and beyond. The Director also worked closely with the Liaison to develop formal **COVID-19 guidance for the interns and their host MPs** as they began their second placements. At present no in-person meetings are envisioned for the remainder of the Programme year.

More detail on how the PIP adapted to COVID-19 can be found in a *Hill Times'* **article** regarding the intern experience during the pandemic, which is included in Appendix I.

Support for pandemic adaptation

The Programme instituted several new measures to help the interns to adapt to the pandemic. In August the Director hired Enya Bouchard, a 2019/20 intern, to survey her cohort and develop a document that captured best practices and lessons learned from their switch to working from home during the early months of the pandemic. The resulting *PIP Tips for Successful Virtual Work* document was distributed to the current interns in early September.

A telecommunications allowance of \$50 per month was created to help offset increased internet or technology costs created by the need to work from home. The allowance also reflects the fact that interns generally use their personal mobile phones for PIP activities. The allowance was paid in a lump sum in September in case any interns needed to purchase new computers, etc. when beginning the Programme.

Unfortunately interns faced some challenges working remotely given that full access to the House of Commons intranet is only possible from House-issued devices. While some interns were issued such devices by their offices, others did not have any available. The Director worked with the House Liaison to identify solutions, and interns were able to access most services using the Microsoft Outlook portal. The Director will explore whether future interns may be able to receive House-issued devices to ensure their smooth integration into MP offices.

Additional support was also provided to enable the interns to complete riding visits in a socially distanced fashion. In past, most interns stay in private accommodation when visiting the MPs'



ridings, such as with friends or with the MP or their staff. Consequently, the Director reallocated funds originally designated for the Nunavut study tour (see below) to support any additional costs faced by interns during their constituency travel when such was possible.

Interns in the House of Commons

Orientation Program

From September 8 to 23, 2020 the interns completed an intensive orientation program consisting of more than 40 meetings, seminars, and other activities. The orientation began with two days of socially distanced in-person sessions to introduce the interns to each other and provide an overview of the Programme and its academic goals. However, almost all other elements of the orientation occurred virtually.

The primary component of the program was a multi-day series of training sessions from House of Commons clerks on all aspects of parliamentary procedure and House operations. Procedural Clerk Naaman Sugrue from the Table Research Branch graciously organized these sessions, while Lalita Acharya (Chief, Parliamentary Information and Research Service) and her colleagues similarly organized two presentations about the Library of Parliament and its resources. Following the success of last year’s Senate presentation, Émilie Macfie and Kate McCarthy from Senate Communications also organized a day-long introduction to the Upper Chamber for the Interns.

Beyond training in parliamentary procedure and practice, the interns also had sessions with the Programme’s Patron, House of Commons Speaker Anthony Rota, as well as the Clerk of the House of Commons, Charles Robert. In addition, the interns met with two former interns who now serve as MPs, Liberal Arif Virani and Conservative Brad Vis, who provided an introduction to their respective political parties. They also received an introduction to the NDP from the party’s National Director, Anne McGrath, and learned about the changing role of the Senate through a panel discussion with Senators Jane Cordy, Denis Dawson, and Mobina Jaffer.¹ Seminars with sponsors also offered the interns the chance to learn about advocacy, policymaking, the budgetary cycle, and other key issues, while meeting with the 2019-20 cohort provided them with advice on how to navigate the internship during the COVID-19 pandemic.

Despite moving to a virtual format, the annual welcome reception on September 9 utilized “breakout rooms” so that PIP sponsors and stakeholders could meet with the interns and welcome them to Parliament Hill in smaller groups. We also took advantage of the virtual format to invite guests who normally cannot attend, such as CPSA President Joanna Everitt, who provided opening remarks.

MP Allocations

Each intern worked with one government MP and one opposition MP during the Programme. Those interns who worked with the governing party during the first allocation (October 7, 2020 to February 19, 2021) worked with an opposition party during the second (February 22 to June 18, 2021) and vice-versa.

¹ A meeting with Bloc Québécois leader Yves-François Blanchet took place later in the year.



After the 2019 election, the Clerk of the House of Commons approved the following distribution of interns during each allocation to reflect official party representation in the 43rd Parliament:

- 5 interns with Liberal (Government) MPs
- 3 interns with Conservative (Opposition) MPs
- 1 intern with Bloc Québécois (Opposition) MPs
- 1 intern with NDP (Opposition) MPs

MPs from all officially recognized parties are eligible to host interns except for the Speaker, cabinet ministers, and party leaders. However, MPs must apply to be considered. In light of the pandemic, we developed a **new online system for MP applications** that greatly streamlined the application process. In total 53 MPs applied for consideration: 4 Bloc Québécois, 17 Conservatives, 24 Liberals, and 8 NDP members.

In early October the interns chose their MP placements via a decision-making process of their own design. While each intern has different objectives in the Programme, they generally prioritized working with MPs and offices that will provide them with mentorship, different regional perspectives, engaging projects, and a constructive work environment.

The Programme is extremely grateful to MPs for giving the interns the opportunity to learn about politics through hands-on experience with parliamentarians. Interns MPs assisted with riding correspondence, social media, and outreach events such as virtual town halls, podcasts, and an initiative to connect seniors with youth during the pandemic. They have written Question Period questions and SO-31s, engaged with stakeholders, and helped to develop amendments to legislation. They also supported their MPs' work on legislative committees (including Finance, Industry, Public Accounts, Foreign affairs, Government Operations, and the special committees on Canada-China relations and Canada-US relations). They attended legislative strategy meetings and monitored government and caucus briefings on the government's response to the coronavirus pandemic. They have contributed to projects related to childcare strategy, natural resource policy, and reconciliation.

Some were also fortunate to conduct socially-distanced visits to their MPs' constituencies during their first placements. The Director worked with the House of Commons Liaison to develop **new guidance for MPs regarding** how they can fund interns' travel to their ridings.

Academics and Skills Training

Weekly PIP Caucus and Seminars

The interns meet for a weekly three-hour "PIP Caucus" on Wednesday mornings. Half of each session is devoted to a graduate level seminars on topics related to parliamentary studies or Canadian politics. The balance of the time is devoted to coordinating PIP's many activities (brown bag lunches, study tours, sponsor meetings, etc.) and sharing about their experiences in MPs' offices. Interns are free to speak in either English or French during PIP Caucus, with the final caucus of each month designated for all participants to try speaking only in French. Seminars topics presented by the Director in 2020-21 included: the functions and operation of Parliament, representation in Parliament, party discipline and the legislative process, the role of



back bench MPs, the courts and Parliament, indigenous politics, the executive and cabinet, political parties, UK politics, and the European Union. In addition, many leading academics also generously shared expertise during guest lectures, about half of which were organized and chaired by the interns themselves. The 2020-21 guest lectures are listed below.

- Canadian Politics during the COVID-19 pandemic – *Michael Morden and Adelina Petit-Vouriot (Samara Centre for Democracy)*
- Race and Politics – *Debra Thompson (McGill)*
- Research methods in Political Science – *Feodor Snagovsky (Alberta, PIP 2015-16)*
- Gender and Politics – *Melanie Thomas (Calgary) and Erin Tolley (Carleton)*
- Political Communication – *Tamara Small (Guelph) and Alex Marland (Memorial)*
- Federalism – *Jennifer Wallner (Ottawa) and Daniel Béland (McGill)*
- Labour and politics in Canada – *Larry Savage (Trent)*
- Freedom of Religion in Canada – *Richard Moon (Windsor)*
- Laïcité & Religious Freedom in Québec – *David Koussens (Sherbrooke)*
- Electoral Reform – *Louis Massicotte (Laval)*
- UNDRIP and Indigenous politics in Canada – *Dale Turner (UT-St. George)*
- Politics of Atlantic Canada – *Amanda Bittner (Memorial), Erin Crandall (Acadia, PIP 2006-07), Don Desserud (PEI), and JP Lewis (UNB-Saint John)*
- Indigenous Political Participation – *Brock Pitawanakwat (York, PIP 2002-03)*
- Politics of Western Canada – *Jamie Lawson (Victoria, PIP 1988-89), Tom McIntosh (Regina), Shannon Sampert (Winnipeg), Lisa Young (Calgary, PIP 1988-89)*
- Central banking and democracy – *Jaqueline Best (Ottawa, PIP 1994-95), Peter Dietsch (U de Montréal); Jeremy Green (Cambridge)*
- Nations and Nationalism – *Will Kymlicka (Queens)*
- Réformes paraconstitutionnelles – *Patrick Taillon (Laval)*

The interns and Director are deeply grateful to all those academics from across Canada and beyond who took time to meet with us.

Additional academic seminars

Each year the interns take part in a range of additional seminars with scholars throughout the year as part of different Programme activities, such as the Programme orientation and the various study tours. These seminars included:

Orientation

- The Politics of Public Money – *Helaina Gaspard (Ottawa)*
- Political staff in Canada – *R. Paul Wilson (Carleton)*

Ontario Study Tour

- Indigenous law and Politics – *Pamela Palmater (Ryerson)*

Nunavut Study Tour

- Politics of Nunavut – *Graham White (UT-Mississauga)*

United Kingdom Study Tour

- Gender and Politics in the UK – *Sarah Childs (Royal Holloway)*



- Legislative Influence at Westminster – *Daniel Gover (Queen Mary)*
- Parliament in UK Politics – *Lord Norton of Louth (Hull)*
- Is Scotland Heading to Independence – *Jon Courtice (Strathclyde)*
- An introduction to Scottish Politics – *Ailsa Henderson (Edinburgh)*
- The Politics of Northern Ireland – *Sean Haughey (Liverpool)*

U.S. Study Tour

- Congress 101 – *Joshua Huder (Georgetown University)*
- US Tour - U.S. Federalism and Elections – *Benjamin Kantack (Lycoming College)*

During the year the interns also attend scholarly events such as the Administrators' Colloquium. With support from the U.S. Embassy in Ottawa, this year the Programme also launched a new series of virtual Canada-U.S. Policy discussions to help maintain the intern's learning about the U.S. despite the pandemic. These events are discussed further below under the study tours.

Skills Training and Career Development

In order to supplement the interns' academic seminars—and the training they receive in their MP offices—the Director worked with the interns to organize professional skills and career development sessions with alumni and friends of the Programme who generously shared their time and expertise. These included sessions on:

- Career development – *Jonathan Malloy (Carleton)*
- Speechwriting – *Astrid Krizus (Prime Minister's Office, PIP 2016-17)*
- Doctoral Programs - *Christopher Cochrane (UT-Scarborough), Andrew McDougall (UT-Scarborough), Rob Schertzer (UT-Scarborough), Alison Smith (UT-Mississauga, PIP 2009-10), Rob Vipond (UT-St. George), David Wolfe (UT-Mississauga)*
- Library of Parliament Employment Opportunities – *Lalita Acharya (Library of Parliament)*
- Political writing – *R. Paul Wilson (Carleton)*
- Applying for jobs in the federal public service – *Grégoire Baribeau (Environment and Climate Change Canada, PIP 2014-15)*

The interns also completed several training sessions focused on building an inclusive and respectful workplace. These included:

- Bystander Intervention training – *Julie Lalonde*
- Conflict resolution training – *Eddie Jude Haraven*
- Respectful Workplace Training – *Mireille Gervais and Myriam Beauparlant (House of Commons)*

In addition, this year the PIP and the Ontario Legislature Internship Programme also began a new partnership with **Statistics Canada**, which graciously developed a series of training and information webinars to help the two groups better navigate, understand and utilize the agency's resources. The topics covered included: the 2021 Census; navigating the StatCan website; how to disaggregate for gender, diversity and inclusion; and the StatCan geo-spatial explorer.



Guest Speaker Series

Each year the PIP seeks to arrange meetings with the leaders of the federal political parties. This year the interns met with:

- Yves François Blanchet – MP for Beloeil–Chambly, Leader of the Bloc Québécois
- Hon. Erin O’Toole – MP for Durham, Leader of the Conservative Party of Canada
- Jagmeet Singh – MP for Burnaby South, Leader of the New Democratic Party
- Hon. Justin Trudeau – MP for Papineau, Prime Minister of Canada (To be confirmed)

The Brown Bag Lunch Series further allows the interns to meet informally with policy makers, political actors, and other distinguished Canadians of their own choosing. This year the interns took advantage of the virtual format to connect with several speakers outside of Ottawa. The PIP’s 2020-21 Brown Bag lunch guests were:

- Hon. Paul Martin (Former Prime Minister of Canada)
- Althia Raj (Journalist, PIP 2004-05)
- Émilie Nicolas (Journalist)
- Hon. Peter Harder (Senator for Ontario, PIP 1975-76)
- Hon. Jody Wilson-Raybould (MP for Vancouver Granville, former Minister of Justice)
- Céline César-Chavannes (Former MP)
- Anil Arora (Chief Statistician of Canada)
- Hon. Jay Hill (Former MP, Leader of the Maverick Party)
- Jerry Dias (National President, UNIFOR)
- Dr. Johanne Liu (Past President of Médecins sans frontières)
- Hon. Preston Manning (Former MP and former Leader of the Official Opposition)
- Hon. Beverley McLachlin (Former Chief Justice of the Supreme Court of Canada)
- Marie-Claude Landry (Chief Commissioner, Canadian Human Rights Commission)
- Chantal Hébert (columnist with Toronto Star, L’actualité, CBC)

Comparative Legislative Study Tours

Comparative study tours to other legislatures both within Canada and beyond give the interns new insights into democratic government and the function of political institutions. The interns organize these visits and produce detailed reports about these trips.

Given the continuing COVID-19 pandemic, all of the 2020-21 study tours were conducted virtually. However, the lack of physical travel did not necessarily mean less work was involved. Instead, many of the trips became more complex to organize as we sought to work around time differences and technological challenges, resulting in several trips being spread over a longer period.

We are grateful to our partners, including the Delegation of the European Union to Canada, the Canadian Mission to the European Union, the British High Commission, the Welsh Government, the Foreign and Commonwealth Office, the United States Embassy in Ottawa, the US State Department for continuing to support us in conducting these visits. We are also indebted to the Ontario Legislative Internship Programme, les Stagiaires de Fondation Jean-Charles Bonenfant, and the American Political Science Association Congressional Fellows for all their efforts in organizing our visit to their respective legislatures.



This year's legislative study tours were:

- Legislative Assembly of Ontario – December 7-11, 200
- National Assembly of Québec – January 20-22, 2021
- Parliament of the United Kingdom – February 1-25, 2021
- Parliament of Wales – March 8-9, 2021
- European Parliament – March 15–26, 2021
- Legislative Assembly of Nunavut – April 30, 2021
- United States Congress – May 10–14, 2021

Canada – U.S. Virtual Policy Discussion series

In addition to supporting the annual study tour (see below) this year the United States Embassy to Ottawa provided additional support for a new series of virtual discussions on policy issues affecting both Canada and the U.S. Each event in the series provided the interns with additional opportunities to learn about pressing policy issues from experts based in each country. Two of the events were also opened to the public as webinars, allowing over 200 parliamentarians, students, public servants, and members of the public to learn from the discussion and submit written questions. The topics for the sessions were:

Global Security in the Era of 5G

- Stephanie Carvin (Carleton)
- Melissa Hathaway (Hathaway Global)

After Inauguration: Canada-US Relations in the Biden Era (Public webinar)

- Stephanie Carvin (Carleton)
- Lt. Gen (Retired) Andrew Leslie (Former MP)
- David Moscrop (Ottawa)
- Brian Naranjo (US State Department)
- Althia Raj (HuffPost, PIP 2004-05)

Climate Change and Energy Policy in Canada and the US (Public webinar)

- Heather Castleden (Queens)
- Jessica Green (UT-St. George)
- Matto Mildenerger (UC Santa Barbara)
- Jennifer Winter (Calgary)

Policy Development in Canada and the US

- Vass Bednar (McMaster)
- Daniel Drezner (Tufts)

The Programme is grateful to the U.S. Embassy in Ottawa for supporting the Policy Discussion series and will explore how it could continue in the coming years.

Research Papers

Each intern must produce a research paper during their time in the Programme. The papers are informed by the interns' experiences on the Hill, and are the product of in-depth participant observation, interviews, textual research, and comparative and quantitative analysis. including



their committee work. Interns undertaking interviews, surveys, or similar activities must complete an ethics protocol. Research paper topics for 2020-21 include:

- La représentation des personnes vivant avec une déficience intellectuelle et de leurs intérêts à la Chambre des Communes
- A Discourse analysis of systemic racism in the House of Commons in 2020
- The representation of underrepresented and vulnerable groups in Parliament during COVID-19
- The impact of the virtual parliament on the representational work of legislatures
- The understanding of Western Canadian grievances in the Conservative Party of Canada
- Parliamentary conceptions of religious freedom
- Adoption et implémentation de la Déclaration des Nations unies sur les droits des peuples autochtones par le gouvernement du Canada
- An examination of the Bank of Canada's relationship with Parliament
- Parliamentary influence on relations with China
- The use of party related and partisan messaging in House of Commons Committees in a minority Parliament.

The interns' research projects contribute new perspectives on Canada's Parliament. They will share their research with Parliamentarians, alumni, sponsors, Library of Parliament researchers and political scientists at the 11th Annual Jean-Pierre Gaboury Symposium in June 2021.

The Alf Hales Prize

Each year, a prize is given to the top research paper produced by an intern from the previous cohort. The prize is named for the late former MP Alfred Hales, whose motion in the House of Commons led to the PIP's founding. After previously being supported by the Institute on Governance, beginning in 2020-21 the Hales Prize will be sponsored by the Samara Centre for Democracy, a non-partisan think-tank that seeks to strengthen Canadian democracy.

In addition to the Director, the selection committee for the 2019-20 prize includes:

- Dr. Erin Crandall – CPSA representative (PIP 2006-07)
- Scott Lemoine – House of Commons representative
- Adelina Petit-Vouriot – Samara Centre for Democracy representative
- Michelle St. Pierre – SSHRC Representative
- Dr. Garth Williams – Alumni representative (PIP 2006-07)

The winning paper will receive \$1,000 and the runners up will each receive \$500. The prizes will be awarded at the 2021 Gaboury Symposium in June.

Sharing Knowledge of Parliament

Social Media

The interns continue to raise the profile of the Programme on and off Parliament Hill by sharing their experiences through Facebook, Instagram, Twitter, and the website. The PIP's followers on Twitter (1,320), Instagram (551), Facebook (1,830), and LinkedIn (346) continues to grow. To



reduce duplication and the effort required to coordinate across these platforms, the interns' social media team are now managing the accounts via Hootsuite. The Director and the interns are also working to increase our Francophone audience on social media by moving to bilingual account names (e.g. @PIP/PSP) and making all posts in both official languages.

As described further in Part II, the continuing impact of the COVID-19 pandemic meant that the PIP's social media channels took on a new importance in promoting the Programme's 2021-22 recruitment campaign. We also launched a social media campaign to recognize our sponsors, and provided them with an opportunity to express their commitment to the PIP in their own words.

Incoming Legislative Study Tours

This year the Programme has arranged virtual study tours for interns and research fellows from five other legislatures, giving visiting groups the chance to learn about the Canadian Parliament and federal politics. The interns, too, value this opportunity to learn about provincial and American politics. The interns were wholly responsible for these visits and exhaustively arranged dozens of meetings with MPs, ministers, scholars, journalists, and legislative experts for their counterparts.

The incoming legislative study tours this year were:

- Ontario Legislative Internship Programme – December 7-11, 2020
- Boursiers de Fondation Jean-Charles-Bonenfant (National Assembly of Québec) – April 7-12, 2021
- British Columbia Legislative Internship Program – May 7, 14, 22 and June 4, 2021
- Manitoba Legislative Assembly Internship Program – March 30 and May 7, 2021
- American Political Science Association Congressional Fellows from the US Congress: May 11-22, 2021

The interns enjoyed these opportunities to connect with their intern "cousins" who have made had similar experiences coping with the pandemic this year.

Educational activities

Many of the educational events the interns normally participate in were cancelled due to COVID-19. Nevertheless, the 2020-21 interns brought their enthusiasm for learning to several youth engagement programs and other initiatives conducted online.

In the fall two interns developed and facilitated an online a workshop to give members of the Boys and Girls Club of Canada's Youth Cabinet an introduction to Parliament ahead of their meetings with MPs. Two other interns also took part in the virtual resource and education fair during the Daughter's of the Vote event organized by Equal Voice. In May three interns also provided an introduction to the Canadian Parliament to new staff members at the Canadian Consulate in Atlanta Georgia.

Policy webinars

In addition to the webinars held as part of the Canada – U.S. Policy Discussion series, the PIP hosted a series of webinars featuring the Programme's sponsors in order to share their policy



expertise and views on the work of Parliament with a wider audience. Four sessions were held, allowing both the interns and dozens of outside viewers gain a better understanding of several key issues in Canadian politics. The sessions were:

Indigenous Peoples and Resource Development in Canada – November 30, 2020

- Angel Ransom – First Nations Major Projects Coalition
- Brian McGuigan – Canadian Association of Petroleum Producers

Regrowing the Economy: Canadian Agricultural Policy During COVID-19 and Beyond – February 5, 2021

- Dave Carey – Canadian Canola Growers Association
- Lauren Kennedy – Chicken Farmers of Canada
- Lauren Martin – Canadian Cattlemen's Association
- Dennis Prouse – CropLife Canada

Mobilizing Social Sciences and Humanities Research in response to COVID-19 (in partnership with the Social Sciences and Humanities Research Council) – March 29, 2021

- John Marshall Palmer (Carleton) – *COVID-19's 'Double Squeeze' in the Developing World*
- Christina Gabriel (Carleton) – *Working Through the Pandemic: The Experiences of Immigrant Women*
- Crystal Fraser (Alberta) – *Contemporary Indigenous Concepts of Survival, Community, Strength, & COVID-19 in the Northwest Territories*
- Étienne St-Jean (Trois-Rivières) – *COVID-19 and small business: impact on entrepreneur's mental health*

Leading through the crisis: Successes and lessons learned from Canada's Life Sciences sector in the first year of the COVID-19 pandemic – April 9, 2021

- Conrad Bellehumeur – Innovative Medicines Canada
- Andrew Casey – BIOTECanada
- Pari Johnston – Genome Canada
- Dion Neame – Sanofi Pasteur Canada

The interns were significantly involved in planning, chairing, and managing the technical details of each webinar. The sessions took considerable advance planning to produce, and we are very thankful to the sponsors who participated for giving so generously of their time and knowledge. We are also grateful to the Social Sciences and Humanities Research Council for funding simultaneous interpretation for the March 29th event, allowing more people to participate in the discussion.



Part II: Looking Forward to 2021-22

The 2021-22 Recruitment Campaign

The Director engaged a PIP alumna, Emma Lodge, to help coordinate the recruitment effort. The online application system opened November 26, 2020 with submissions due by January 31, 2021. Given the pandemic, the Programme focused on distributing the call for applications on electronic advertising, social media and via our stakeholders, partners, and alumni.

Inclusive recruitment

Increasing the diversity of PIP participants remains a priority. In 2018, PIP launched an Inclusive Recruitment Initiative that seeks to 1) better target recruitment advertising to a more diverse audience; 2) address barriers to participation by historically disadvantaged groups, such as financial concerns or second language skills; and 3) allow applicants to self-identify as a member of a historically disadvantaged group within the recruitment process.

Recruitment targeting has been improved through the development of lists of organizations engaged with racialized and indigenous youth. At the same time, PIP has sought to relieve financial anxieties among potential interns by compensating their moving expenses and gradually increasing the stipend. Financial support is also available to those who require second language training before beginning the Programme.

To prevent discrimination, the *Ontario Human Rights Code* normally forbids organizations from asking applicants to self-identify as members of disadvantaged groups. However, organizations can create a “Special Program” under the *Code* permitting self-identification if they can demonstrate that the information is necessary to address such groups’ previous under-representation. In 2018, the previous Director built the rationale for a Special Program for PIP through a survey of Programme alumni, which confirmed that members of disadvantaged groups have been under-represented among participants.

The PIP’s Special Program, first introduced in 2019-20, now permits applicants to identify as Indigenous, members of racialized groups, or as persons with visible or invisible disabilities. Members of the selection committee are fully briefed the Special Program’s objectives, giving them the information needed to build candidate pools that reflect of the Canadian population.

The PIP Alumni Association also supports the inclusive recruitment initiative through a mentorship program that connects potential applicants directly to alumni volunteers. This strategy helps to level the playing field between applicants inside the “Ottawa Bubble” with detailed knowledge of the PIP and those who are learning of the internship for the first time. Over 20 alumni volunteers and 30 potential applicants took part in the initiative for the 2021-22 recruitment.

Engaging with partners and stakeholders

The POLCAN2 newsletter remained the primary channel for distributing the call for applications among the country’s political science programs. PowerPoint slides advertising the PIP were developed in English and French for professors to include in their class lectures, with longer presentations are available to scholars and organizations wishing to promote the Programme.



The outreach to partners was assisted by the previous Director's efforts to develop a comprehensive list of organizations engaged with racialized and indigenous youth as well as a directory of university graduate and Indigenous studies programs. These resources were supplemented this year with the creation of a new list of university career offices. A group of current interns volunteered to reach out to these contacts and answer any questions they had. The Interns also had the chance to present about the PIP to the participants Operation Black Vote's 1834 Fellowship.

Advertising and social media

The PIP's new media sponsor, the Hill Times, generously provided several weeks of banner advertising in their daily newsletters throughout December and January. These posts provided unprecedented circulation of the call for applications among politicians, senior public servants, lobbyists, diplomats, and politically engaged Canadians.

In addition to the usual recruitment poster, the Director engaged a graphic designer to produce advertising images that were optimized for various social media platforms. These images were shared on the PIP's four social media channels as well as through paid Facebook posts targeting university-educated young people, with a particular focus on Western Canada. PIP sponsors, MPs, and alumni were also invited to post, repost, or otherwise share the call for applications on their own social media platforms, and customized image files were produced for those sponsors who wished to add their own logos directly to the ads.

Webinars

The Director, Recruitment Coordinator, and intern volunteers organized information webinars for potential applicants. Two sessions were held in early January, one in English and one in French. Several PIP alumni volunteered their time to share their experiences and advice in each session. The two events were highly successful, with over 150 potential applicants in attendance. The presentations were also posted on the website for those who were unable to attend.

More than 20 volunteer alumni also continue to provide detailed advice over the phone or by email to prospective applicants. This strategy helps level the playing field between applicants with detailed knowledge of the Programme, and those who are only now learning of the internship. The Director would like to thank all alumni volunteers and the Alumni Association, for managing this unique initiative.

Results

Despite the uncertainty of the pandemic, the PIP received a record 237 applications for the 2021-22 cohort, up 44 percent from 165 applicants in 2020-21. The Programme also continued to make progress on its inclusive recruitment efforts, with 40% applicants identifying as members of a racialized group. This success is a testimony to the commitment of the PIP's alumni, sponsors,

Notably, these results were achieved at a much lower cost than previous recruitment efforts since no physical posters were produced and mailed. While some physical materials may be produced in future years, the Programme will continue to utilize a digital and partner focused approach to recruitment going forward.



The 2021-22 Selection Process

The selection committee is traditionally made up of the Director (who serves as committee chair), interns from recent cohorts, political scientists, and a representative of the House of Commons. In addition to the Director, this year the selection committee included:

- Enya Bouchard, PIP 2019-20
- Sarah Crosby, PIP 2018-19
- Stéphanie Chouinard, Assistant Professor of Political Studies, Queens University
- Scott Lemoine, Deputy Principal Clerk (Acting), House of Commons
- François Rocher, Professor of Political Studies, University of Ottawa

Given the large volume of applications, the Director, Programme Assistant, and the previous Director did an initial review of applications to identify those that were incomplete or otherwise or otherwise highly unlikely to receive serious consideration. The selection committee then reviewed the applications in February to develop a shortlist of 25 candidates who were interviewed in March, 2021. The interviews were conducted by Zoom, but without the use of video to reduce the likelihood of personal bias and the chance of a bandwidth failure. The Director is grateful for the selection committee's dedication, professionalism, and insights.

The 2021-22 Parliamentary Interns

Friends of the Programme are looking forward to welcoming the 52nd cohort of Parliamentary Interns to Ottawa starting September 1, 2021. This impressive group of graduates can anticipate a unique year of learning and change in a minority Parliament that will hopefully be resuming more in-person operations. Next year's Parliamentary Interns are:

Élizabeth Bergeron – Victoriaville, QC
BA (Law), Université de Montréal

Charles Bernard – Sherbrooke, QC
BA (Politique appliquée), Université de Sherbrooke
MA (Politique appliquée), Université de Sherbrooke

Anne Campbell – Winnipeg, MB
BA Honours (Political Science), Western University

Harriet Crossfield – Vancouver, BC
BA (Political Science and International Relations), University of British Columbia

Jonathan Ferguson – Halifax, NS
BA Honours (International Relations), Mount Allison University

Annyse Hawkins – Toronto, ON
BA Honours (Political Science), Wilfrid Laurier University

Ryan Jamula – Brantford, ON
BA Honours (Sociology), McGill University
MA (Sociology), University of British Columbia



Angelica Kalubiaka – Ottawa, ON

BSc Honours (Biopharmaceutical Science – Medicinal Chemistry), Université d'Ottawa

Wynn Rederburg – Cowichan Bay, BC

BA Honours (Political Science), McGill University

Alison Tardif-Plante – Québec, QC

BA Honours (Joint Honours History and Political Science), University of Ottawa



Part III – Programme Management and Governance

The 2020-21 programme year saw significant changes in the management and operation of the PIP, with both the Interns and the Programme Director becoming employees of the CPSA. The need to move many Programme activities online also sparked innovation in the Programme's business practices. However, not even the COVID-19 pandemic could alter the unflicking commitment of the PIP's various partners and stakeholders, who continued to support the Programme despite the pressures facing their own operations.

Human Resources

Interns' employment status

Prior to the current Programme year PIP participants had an ambiguous employment status. The Programme contract stipulated that interns were neither CPSA employees nor students, but did not positively define nature of their relationship to Programme. Given that 1) the interns perform work in exchange for their stipend, and 2) the CPSA is not a registered education institution, this structure was not consistent with Canada Revenue Agency guidelines regarding employer-employee relations. In addition, the situation created challenges for interns who exited the Programme without the record of employment needed to access government supports such as Employment Insurance or the Canada Emergency Response Benefit.

In light of this situation, the previous Director engaged a lawyer to draft a new contract creating an employment relationship between the CPSA and the interns. The contracts were finalized under the current Director, with the 2020-21 interns being the first to be CPSA employees.

Capturing all aspects of the PIP within an employment relationship has been challenging. All tasks performed by the interns as part of the Programme – including their research papers, academic readings, and time spent organizing study tours – are now considered as part of their employment, and hence are subject to the provisions of the Ontario Labour Relations Act. Interns are therefore eligible for overtime or lieu time in situations when they work over 44 hours in a single week. Moreover, as employees with fixed-term contracts, interns cannot complete any PIP activities, including their research papers, after the end of the contract without potentially triggering their transition to indeterminate employee status.

To prepare for this new reality, the Director developed a new *PIP Employee Handbook* that clarifies the expectations for the different Programme elements, the interns' right to vacation time, lieu time, and other leaves, and the interns' need to track their hours on a regular basis. The document will be updated annually as new policies are developed. The Director also revised the Programme's guidance for MPs to clarify that interns must devote approximately one-third of their time to Programme activities. It has also been necessary to revise the weekly seminar readings to a level that can reasonably be accommodated alongside other PIP activities.

As the year progressed some interns found it increasingly difficult to balance their time between PIP activities and their MP placements. Guidance for MPs will be revised going forward to further clarify that interns have additional labour protections beyond those of parliamentary assistants, and must devote time each week to Programme activities. The Director will also work with the incoming cohort to identify strategies for managing their various tasks.



PIP Directorship

Dr. Paul Thomas officially began his term as PIP Director in July 2020 following a month-long job shadow of the outgoing Director, Dr. Anne Dance. In the process of implementing the Interns' new employment status, it was discovered that the Director's relationship with the Programme was more consistent with that of an employee rather than that of an independent contractor. The Director raised the issue with the CPSA Board, who received legal advice confirming that the Director should become a CPSA employee. A new contract was then prepared for the Director, who transitioned to employee status as of 1 January 2021. The Director wished to again thank the CPSA Board for their work to make the transition as smooth as possible.

Harassment Prevention and Security

In August 2020 the Director convened a committee of alumni volunteers who reviewed and updated the Programme's *Anti-Harassment and Discrimination Policy*. In particular the Policy was revised to reflect the interns' new employment status and to include a new statement against racial discrimination. The revised policy is available on the PIP website.

As per the Policy, the interns received training, guidance, and support in their work on the Hill. This included an overview of the harassment policy from the Alumni Liaison (Clare Boychuk) during the orientation. In September 2020, PIP paid for the interns and Director to receive additional training in bystander intervention from Julie Lalonde, a public educator on harassment prevention. A further session on conflict resolution was requested and organized by the interns, with the Programme paying workplace consultant Eddie Jude Hareven to deliver the session in January 2021. The interns also completed the House of Commons interns Respectful Workplaces in February 2021.

In recognition of the security issues inherent in Parliament Hill work, the interns and Director met with Eric Lecompte (Deputy Director, Security Project Management Office and Technical Operations for Parliament's Corporate Security Office) and received in-depth training about security protocols on the Hill.

Programme Stakeholders and Partners

Relations with the House of Commons

The PIP would not have been able to function this year in the face of changing public health restrictions without the ongoing support and commitment of the House of Commons. Melissa Carrier, the Programme Assistant, was an incredible resource throughout the year, helping the interns to navigate security issues, questions with remote work, and handling the large volume of correspondence that accompanied the annual recruitment.

The PIP Director was in regular contact with the House of Commons Liaison, Scott Lemoine, to determine how the Commons' COVID-19 guidelines applied to the interns and to explore what resources were available to support them through the transition to online work. Mr. Lemoine also played a key role in the 2021-22 selection committee and will represent the House on the jury for the 2020-21 Hales Prize. The Programme is very grateful to Mr. Lemoine for all of his



work for the PIP in recent years, wishes him the best as he moves to new tasks. We would also like to welcome Danielle Labonté as she takes on the House Liaison position going forward.

The interns were grateful to House of Commons Speaker Anthony for his continued support throughout the year. In September Mr. Rota welcomed the interns to Parliament and provided an overview on the Speaker's role. In April he then arranged a special event for the interns where he and Sir Lindsey Hoyle, Speaker of the British House of Commons, discussed and answered questions regarding how the two Houses had adapted to COVID-19. The Programme would also like to recognize the support and the dedication of Mr. Rota's assistant Anthony Caricato.

The Clerk of the House of Commons, Charles Robert, similarly remained deeply engaged with Programme. Mr. Robert gave welcoming remarks at the PIP's fall reception, met with the interns to discuss his role and research on Parliament, was a continued source of guidance to the PIP Director. He also provided individual guidance to some of the interns on their research papers, and will give reflections on the year in Parliament at the Gaboury Symposium in June.

For 2021-22, the Programme's main priority in its relationship with the House of Commons will be to renew the Service Agreement with the CPSA, which will expire in December 2021.

Programme sponsors and friends

The PIP's operations are fully dependent on the dedicated support of its sponsors, who provide core funding at one of four levels (Platinum, Gold, Silver, Bronze), as well as the "Friends of the Programme", who provide in-kind support or funding for specific projects.

Despite the difficult situation faced by many organizations, and the reduced opportunities for sponsor recognition, the vast majority of the PIP's sponsors continued their support in 2020-21. In some cases these decisions meant that sponsors could not support other initiatives, and the Programme is grateful for our sponsors continued commitment.

One of the PIP's two platinum sponsors, the Social Science and Humanities Research Council, renewed its Memorandum of Understanding for the period 2021 to 2025. The renewal comes with a significant increase in funding from \$55,000 to \$66,000 per year, and also ensure that the PIP will continue to benefit from SSHRC's non-partisan commitment to supporting academic research. Three new Bronze sponsors also joined the PIP in 2020-21 (Arcadia Advisory Services Limited, the Canadian Cattlemen's Association, and Genome Canada) and the Programme also welcomed new "Friends" as well. The Samara Centre for Democracy has become the new sponsor of the Alfred Hales Prize for best internship paper, while the Hill Times has become the Programme's first media sponsor, donating advertising space both for the Programme's recruitment and also for a year-end thank you to sponsors.

In addition to providing financial resources, sponsor representatives serve as mentors and resources for many interns both during and after their time in the Programme. While the pandemic made it more difficult for interns to engage with the sponsors on a regular basis, the interns were able to connect with many sponsors through informal lunch hour chats, or through the webinar series described earlier.

The full list of Programme sponsors is attached in Appendix II. All platinum and gold positions are currently filled, but openings remain at the Silver and Bronze levels.



Parliamentary Internship Alumni Association (PIAA)

PIAA has taken advantage of the global move online to connect with more alumni located outside of the national capital region. In December 2020, PIAA hosted a holiday reception, attracting alumni from across several continents, and in April they held a webinar on career development to launch PIAA's new mentorship initiative. The mentorship currently has over 50 alumni enrolled as both mentors and mentees. In May 2021 PIAA also held a unique event on Diplomacy during COVID-19 with Ambassador to Mexico Graeme Clark (PIP 1986-87), Ambassador to Vietnam Deborah Paul (PIP 1992-93) and Consul General to Minneapolis Ariel Delouya (PIP 1984-85).

PIAA also plays an important role in supporting the PIP through a range of different activities. PIAA provided welcome support for the 2021-22 recruitment process, with alumni volunteers offering prospective applicants to alumni for advice about their applications. The fundraising subcommittee of PIAA continued to raise funds for the Hales and Hurley Parliamentary Foundation (see below). PIP works with the PIAA to maintain the alumni database and pays for PIAA's electronic services.

Hales and Hurley Parliamentary Foundation (HHPF)

PIAA's fundraising efforts for PIP are now centred on the HHPF, which was launched in May 2017 and is managed by the Ottawa Community Foundation. The Foundation is named for Alfred Hales, the late MP who spearheaded the launch of the Programme in 1969, and James Ross Hurley, PIP's founding director. The launch of the HHPF was shortly followed by PIAA's fundraising campaign for the PIP's 50th anniversary. That initiative concluded in June 2020, having raised over \$50,000 from a range of donors, including 48 "PIP Leaders" who each pledged at least \$500. Generous friends of the PIP, including James Ross Hurley and members of the Hales family, also made further donations.

The foundation now has an endowment of \$80,000, and the PIAA Fundraising Committee plans further initiatives this year, including a focus on bequests.

Programme Finances and Operations

2020-21 Finances

Given the extraordinary challenges experienced this year, this year the budget update provided in Appendix III includes both the original projections for the 2020-21 financial year as well as updated projections as of May 2020. The Programme is on track to end its current fiscal year (July 2020 to June 2021) with a surplus of \$15,000-\$20,000. Significant additional costs for this year included an increase in the intern stipend from \$24,000 to \$25,000, support for pandemic adaptations by the interns, the addition of Employment Insurance and Canadian Pension Plan contributions for the interns and Director, insurance costs previously paid directly by the CPSA, legal fees related to Programme reforms, and an adjustment charge for an unpaid sponsorship from a previous year. These increased costs were offset by decreased travel and hospitality costs, the move away from physical recruitment materials, and the addition of new sponsors.



2021-22 Projections

It is difficult to know what expenses the Programme will face in 2021-22 given the continued uncertainty around the COVID-19 pandemic. It is expected that some travel will resume, at least within Canada, but that interns may continue to require some support to adapt to pandemic realities. The 2021-22 budget attempts to balance between these scenarios by including some modest support for interns who may be working from home while ensuring resources are available for travel. More importantly, the budget proposes using the increase support from SSHRC and other sponsors that will begin in the 2021-22 fiscal year to increase the intern stipend from \$25,000 to \$26,000. Doing so will leave the Programme with a small forecasted surplus, with substantial accumulated reserves on hand to cover any unforeseen expenses that could affect the overall budget balance. The full budget projections are included in Appendix III.

Administrative modernization

The pandemic prompted a modernization of several business practices within the CPSA. In particular, the organization moved to an electronic payment system that greatly reduced the need for physical cheques. The PIP also moved to develop electronic thank you cards as remote work made it less likely that individuals would receive cards sent to their workplaces.

The Director also worked with the CPSA's IT consultant Sean Hart to migrate the PIP's email system to Google's G-Suite platform. The service is provided to charities at no cost, but has greatly increased the reliability and functionality of the Programme's email system. In addition, G-Suite accounts each receive 30 GB of storage on Google Drive, which has enabled PIP to develop a common file system for the first time, and to move its photo archive to the cloud.

Given the need to facilitate communications among interns during the pandemic restrictions on in-person gatherings, the Director established a PIP "Slack" or internal social network for sharing non-urgent messages like news articles. The system has also proven effective for coordinating questions during virtual sessions with external speakers.

Strategic Planning

Increasing the Intern Stipend

Financial considerations remain substantial barrier to improving participation in the PIP by persons from disadvantaged groups. In particular, many students from marginalized backgrounds must take on considerable debt to complete their studies, forcing them to seek higher-paying employment opportunities upon graduation so they can afford both debt repayments and also a reasonable standard of living. Those with medical conditions also face pressure to find employment that is better compensated or includes supplemental health-care insurance.

The PIP's various stakeholders have acknowledged for some time that the interns' stipend should be increased. The CPSA board approved a \$1,000 increase this year, and a further proposed \$1,000 increase would bring the stipend to a taxable \$26,000 for 2021-22. However, this level would still leave the PIP with the second lowest stipend among legislative internship programs in Canada, and substantially below salary offered by the Library of Parliament internship program (\$40,000 per year, or \$33,333 over an equivalent 10 month period). Subject



to funding, the Programme Director plan maintain annual stipend increases until the stipend reaches a minimum level of \$30,000.

Increasing Programme Funding

Funding the PIP remains a long-term challenge. Unlike other Canadian legislative internships programs, which are largely funded by legislative bodies, PIP relies almost wholly upon year-to-year sponsorships. However, the Programme’s partners recognize the need for additional resources in order to fund further increases in the Programme stipend.

At the Spring 2019 Advisory Board Meeting, the previous Director asked for volunteers from the sponsor community to examine options to increase the stipend. The Advisory Board Stipend Subcommittee met in October 2019 and identified two potential options: 1) introducing a small increase (i.e. 10 percent) to the existing sponsorship levels, or 2) adjusting the sponsorship structure to add more sponsors at higher levels (this might involve PIP delivering additional events throughout the year). The subcommittee also recommended that the Advisory Board consider reviewing PIP sponsor levels and the PIP stipend every three years.

The Fall 2019 Advisory Board meeting approved the proposal to review the stipend and sponsorship levels every three years, and agreed to revisit the issue at the Spring 2020 meeting. However, the onset of the COVID-19 pandemic greatly changed the context for the funding discussion, and the Advisory Board decided in Spring 2020 delay any decision until at least Fall 2020, at which point the decision was postponed to at least Spring 2021.

While increasing the intern stipend remains a priority, the continuing financial uncertainty created by the pandemic makes it prudent postpone any decision on raising sponsorship levels until the 2022-23 fiscal year. Nevertheless, BMO has already increased its financing by 20%, and SSHRC will raise its annual contribution from \$55,000 to \$66,000 per year beginning in FY2021-22. Desjardins, Chartered Professional Accountants (CPA) Canada, and the Canadian Canola Growers Association have also pledged to increase their contributions in FY2021-22 as well.

Assuming that the pandemic situation continues to improve, it is hoped that that the Fall 2021 Advisory Board will be able to approve a 10% increase in sponsorship levels beginning for the 2022-23 fiscal year. Such an increase would generate approximately \$30,000 per year in additional funding, permitting at least a \$2,000 per year increase in the stipend levels once EI and CPP contributions are also included. In the meantime, the PIP welcomes voluntary increases in contributions for FY2021-22 from those sponsors with the capacity to do so.

Health insurance

As noted above, individuals with significant ongoing medical costs may be unable to participate in the PIP due to the low value of the Programme stipend and the absence of supplementary health care insurance. In addition to pursuing further increases in funding, the Director will also explore the potential to obtain health insurance for future intern cohorts.



Pandemic puts twist on Canada's oldest legislative program as parliamentary interns adapt to new ways of working

By PAIGE PEACOCK JANUARY 21, 2021

This year, the 51st cohort joined the parliamentary internship program, a 10-month placement that sees young professionals aide both a government and opposition MP to give a broad view of work on the Hill.



Daniel Lukac, Amélie Cossette, centre, and Valere Gaspard got a unique view of parliamentary operations as the House of Commons moved to hybrid sittings due to the pandemic.

<https://www.hilltimes.com/2021/01/21/pandemic-puts-twist-on-canadas-oldest-legislative-program-as-parliamentary-interns-adapt-to-new-ways-of-working/279691>

Working through the pandemic has offered a unique window into the government's emergency response, say parliamentary interns who are the first in the 51-year program to have their vantage into political proceedings made hybrid.

The Parliamentary Internship Programme has adapted through a lot of trial and error, especially in the early months after the coronavirus shuttered Parliament in mid-March, said Paul Thomas, director of the program.

Interns have had to adjust to that new work setting, first as MPs met intermittently and at a distance save for the few who attended the special committee sittings and, finally, in September to the hybrid model the House of Commons adopted. But, thanks to large MP offices, Mr. Thomas said some interns still have had the ability to experience first-hand some of the daily thrum of political life on the Hill.

Every year, from September to June, 10 recent university graduates are accepted to the program, where they learn the ins and outs of the Canadian parliamentary process. During the



10-month period, the interns work alongside Members of Parliament on both sides of the House. Each intern works full time for both an opposition and a government MP.

On an average day, interns oversee a host of responsibilities, like reviewing reports, writing briefing notes and letters to ministers, or preparing questions and speeches for House debates.

Mr. Thomas oversees the academic side, supervising the research projects, leading weekly seminars, and working as the relationship manager for the program's partners. Operating amid the pandemic has had its challenges and required a lot of trial and error, he said.

"When we began this past fall, we initially went for more of a hybrid model because we were still in that sweet spot between waves and hopeful that things would go on," said Mr. Thomas, an adjunct political science and political management professor at Carleton University.

In the early months, the interns completed part of their orientations in person in committee rooms that were big enough to allow for social distancing but most of the training was done online. According to Mr. Thomas, the majority of the intern's placements have been in the MP offices, where, he said, several found that it was easier to work.

"It helps that the office suites are large enough to allow for social distancing, and they did find it was easier to begin a placement in person to form those initial connections," he said.

This year, the program welcomed its 51st cohort of interns, who get hands-on learning experience, preparing them for future careers into the private and public sectors. It's Canada's oldest legislative program, launched in 1969, when it was brought forth by then-Conservative MP Alfred Hales. It provides a unique educational opportunity for young professionals to increase their knowledge of Parliament.

The program is managed by the Canadian Political Science Association. Initially, the House of Commons supervised the daily aspects of the program and the association ran the academic side. However, over time, more responsibilities were transferred over to the association, reflecting the changes in the complexity of the program.

The challenge of working remotely through the pandemic is a common theme among the interns, noted Mr. Thomas, especially because it interferes with the learning curve and the communication.

"I think one thing we're learning is that, if you have a job and you've started a role, it's easier to continue that virtually as opposed to starting out in a new job," Mr. Thomas said. "Building those ties with a team is something that's easier done in person."

The pandemic has also changed some of the opportunities that the program provides. The main loss is that there's no travel this year. Under regular circumstances, pre-pandemic, the interns would travel to Washington, the European Union, and Quebec City.

However, Mr. Thomas noted that opportunities have come out of the pandemic. They've taken advantage of the online component to conduct seminars with people that they normally couldn't meet with.



According to Mr. Thomas, this year's cohort has gained a different perspective due to the pandemic, as they witness first-hand how the pandemic has impacted government and constituency work.

"It can be hard when you're responding to emails from people who are losing their jobs, who have relatives who are sick in a care home," he said. "So, they're certainly getting a very direct introduction to all the different ways that the pandemic is affecting the country."

Despite facing challenges, Mr. Thomas said they have been able to adapt the program so interns still get hands-on experience.

"What sets the program apart is that it is very much a work-study program," he said. "We have academic seminars where we discuss the theoretical side but also provide opportunity to see how does that theory play out in practice."

Working with politicians on both sides of the aisle offers an important perspective, Mr. Thomas added.

"Having someone who is a staffer for one party, then switching one day to work for another part just does not happen, especially going from government to opposition," he said. "So, they're given such a unique opportunity to see how that plays out."

Mr. Thomas completed the program himself between 2005 and 2006. That year, then-Liberal prime minister Paul Martin's government fell to Stephen Harper, launching a decade-long Conservative government. He said it was interesting to see the change in government and how both parties had to adapt to their new roles.

"It was a bit eye-opening that there's a skillset to the different roles that you have in Parliament and what makes you a good government minister may not help you at all being a good opposition critic, and vice-versa," he said.

Program offers window into 'internal dynamics' of political parties

Daniel Lukac, who is among the cohort who started September, said the main benefit of the program for him is the educational component.

"I've developed a much clearer understanding, certainly of parliamentary procedure and what the roles and limitations are on Members of Parliament and Canadian democracy are," said Mr. Lukac, a recent graduate from the master's program in political science at Queen's University.

The program has opened him up to new experiences and offered him a different perspective, he said, adding he's enjoyed the opportunity to engage with different policy issues and be introduced to new ones.

"One of the things I've enjoyed most is exploring and learning about the internal dynamics of political parties," he said. "It gives a much greater sense of the operation."

Mr. Lukac said having an open mind in how you approach the program is an important strategy in order to get the most out of it.



According to Valere Gaspard, a parliamentary intern in the same cohort, the program gives regular Canadians an inside look at how Parliament functions, not only how it's perceived.

"What made this experience so valuable for me is being in that practice," said Mr. Gaspard, who recently graduated from the bachelor's program in political science and philosophy at Western University. "I learned a lot about it in school and the theoretical understanding of how it operated but I think seeing it will be very beneficial for a career later on."



Valere Gaspard, a parliamentary intern. Photograph courtesy of Mr. Gaspard

Mr. Gaspard said the program encourages interns to see the broader picture, a lesson they can take into future careers because it creates a stronger understanding of different perspectives.

"The programs taught me that, in politics, taking a step back and comparing different sources is a very important skill," he said.

Their intern colleague Amélie Cossette said the program has benefited her at both a personal and professional level.

"I gained a lot of confidence in my professional skills," said Ms. Cossette, who recently graduated from the bachelor's program in conflict studies and human rights at the University of Ottawa. "Being able to work with an MP was really helpful and seeing how much trust was put in me is also very valuable."

Watching Liberal MP Arif Virani (Parkdale-HighPark, Ont.) deliver a speech she helped write in the House of Commons was Ms. Cossette's most memorable moment. Ms. Cossette will often do the research and present a draft to Mr. Virani, who produces the final piece.

"It was so memorable for me because I have a lot of respect for the House of Commons as an institution, and for our democracy," she said.



Parliamentary intern Amélie Cossette with Liberal MP Arif Virani, who she was assigned to by the program. Photograph courtesy of Ms. Cossette

Ms. Cossette also worked on the floor of the House in 2017 to 2018 as a page in the House’s Page Program and had the opportunity to watch MPs deliver their speeches and represent their constituents.

“Now, to know that my ideas are part of our democratic process truly is a special and unique feeling,” she said.

According to Mr. Thomas, the program brings in participants from different parts of Canada and the interns often have very different ideas about Canadian politics.

“The sharing of experiences amongst the interns themselves really does provide a different aspect of learning that I think also enriches their perspectives as they go on into their careers,” he said.

The program’s contribution to public life is one of its greatest assets, said Mr. Thomas, and something he strongly believes in.

“One thing I treasure is the ability to work with people from all parties,” he said. “It’s really fun to be able to work across the political spectrum.”

The Hill Times



Appendix II – Sponsors and Friends, 2020-2021

Platinum

- Social Sciences and Humanities Research Council
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Gold

- Bombardier Inc.
- Canadian Bankers Association
- Canadian Life and Health Insurance Association
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Silver

- BIOTECanada
- Business Development Bank of Canada
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- Canadian Media Producers Association
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- Chicken Farmers of Canada
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- Innovative Medicines Canada
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Bronze

- Arcadia Advisory Services Limited
- Canadian Association of Petroleum Producers
- Canadian Canola Growers Association
- Canadian Cattlemen's Association
- Canadian Credit Union Association
- Civic Engagement Foundation
- Co-operatives and Mutuels Canada
- Estée Lauder Inc.
- Genome Canada
- Genworth Financial
- Rogers

Friends

- British High Commission Ottawa
- Canadian North
- European Union Delegation to Canada
- Embassy of the United States in Ottawa
- Fednav
- Parliamentary Internship Alumni Association
- Samara Centre for Democracy
- The Hill Times
- VIA Rail Canada

Appendix III - Revised budget 2020-21 and projected budget 2021-22

Fiscal Year: July 1 2020 to June 30 2021

CASH ACCOUNT

	2017-18	2018-19	2019-20	2020-21	2020-21	2020-21	2021-22
	Actual	Actual	Actual	Projected as of 10-11-20	Projected as of 19-5-21	Actual as of 31-4-21	Proposed as of 19-5-21
REVENUES							
Grants							
SSHRC	55,000	55,000	55,000	55,000	55,000	55,000	66,000
Platinum							
BMO Financial Group	40,000	40,000	50,000	50,000	50,000	50,000	50,000
Gold							
Bombardier Inc.	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Canadian Bankers Association	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Canadian Life and Health Insurance Association	20,000	20,000	22,500	20,000	20,000	20,000	20,000
CN	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CropLife Canada	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Canadian Real Estate Association	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Silver							
BIOTEC Canada	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Business Development Bank of Canada*	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Canadian Automobile Dealers Association	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Canadian Media Producers Association (new 2019)*		10,000	10,000	10,000	5,000	5,000	10,000
Chartered Professional Accountants Canada	10,000	10,000	10,000	10,000	10,000	10,000	11,000
Chicken Farmers of Canada (new 2018)*		10,000	10,000	10,000	10,000	10,000	10,000
CIBC*	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Food, Health, and Consumer Products Canada (new 2019)		10,000	10,000	10,000	10,000	10,000	10,000
Fondation Desjardins	10,000	10,000	10,000	10,000	10,000	10,000	11,000
Forest Products Association of Canada	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Innovative Medicines Canada	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Microsoft (new 2019)			10,000	10,000	10,000		10,000
RBC Financial Group	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TD Bank Financial Group	10,000	10,000	10,000	10,000	10,000		10,000
Unifor*	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Universities Canada*	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Canadian Health Food Association	10,000	10,000	10,000				
International Union of Operating Engineers	10,000	10,000					
Canadian Association of Former Parliamentarians	10,000						
Insurance Brokers Association of Canada	10,000						
Bronze							
Arcadia Advisory Services Ltd (new 2020)				2,500	2,500	2,500	2,500
Canadian Association of Petroleum Producers	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Canadian Canola Growers Association	2,500	2,500	2,500	2,500	2,500	2,500	5,000
Canadian Cattlemen's Association (new 2020)				2,500	2,500	2,500	2,500
Canadian Credit Union Association (previously Silver)	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Civic Engagement Foundation*		2,500	2,500	2,500	2,500	2,500	2,500
Co-operatives and Mutuals Canada	2,500	0	2,500	2,500	2,500	2,500	2,500
Estée Lauder Companies	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Genome Canada (new 2020)				2,500	2,500	2,500	2,500
Genworth Financial Canada (previously Silver)	2,500	2,500	2,500	2,500	2,500		2,500
Rogers Communications*	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Scotiabank	2,500	2,500		2,500			
Chemical Industry Association of Canada	2,500	2,500					
Nelligan O'Brien Payne		2,500					
Association of Consulting Engineering Companies Canada	2,500						
Total Grants and Sponsorship	400,000	410,000	417,500	415,000	407,500	385,000	428,000
Project Contributions							
British High Commission/FCO (exchange rate var.)	13,392	13,507	13,422	13,422			13,500
Delegation of the European Union (exchange rate var.)	10,537	21,983	22,161	22,161			22,000
Embassy of the USA/US State Department (exchange rate var.)	25,040	26,032	29,831	29,831	787	787	26,044
One-time Special Contribution - PIP Video (CCUA)		5,000					
Samara Centre for Democracy - Hales Prize Sponsorship (new 2020)					2,000	2,000	2,000
Special Contribution - NU Study Tour (Fednav)	5,000	5,000		5,000			5,000

One-time Special Contributions - 50th Anniversary (CBA and CLHIA)		25,000					
Total Project Contributions	53,968	96,522	65,414	70,414	2,787	2,787	68,544
Other Revenues							
PIAA Hales and Hurley Parliamentary Foundation (est. 2017)	0	500	1,931	2,500	2,500	2,013	2,100
Interest (bank account and PIP Legacy Fund)	4,020	5,432	4,364	3,500	2,142	2,142	2,180
Recovery of prior year expenses	0	0	0	0	0		
Candidates' administration fees	3,550	3,500	4,025	4,025	4,025	5,950	4,500
Miscellaneous	122	0				2	
Total Other Revenues	7,570	9,432	10,320	10,025	8,667	10,107	8,780
Fundraising Activities							
BMO Financial Group (Annual Reception Sponsorship)	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Bombardier (Annual Reception Sponsorship)	5,000	7,500	5,000	5,000			5,000
Direct Donations	1,935	120	120	120	120	90	
Total Fundraising Activities	16,935	17,620	15,120	15,120	10,120	10,090	15,000
TOTAL REVENUES	478,473	533,573	508,354	510,559	429,074	407,984	520,324
EXPENDITURES	2017-18	2018-19	2019-20	2020-21	2020-21	2020-21	2021-22
	Actual	Actual	Actual	Projected as of 10-11-20	Projected as of 19-5-21	Actual as of 31-4-21	Proposed
Programme Committees							
Anti-harassment and Discrimination Advisory Committee					500	500	375
Selection Committee Meeting Expenses	296	962	775	350	250	250	350
Selection Committee Honoraria	600	800	600	600	1,200	1,200	1,200
Total Program Committees	896	1,762	1,375	950	1,950	1,950	1,925
Internships							
Orientation program and training	252	1,481	3,038	2,000	2,318	2,318	2,500
Brown Bag Lunches	151	109	83	150	150	150	150
Interns' stipends	240,000	240,000	225,800	250,000	250,000	200,000	260,000
Employers' EI and CPP contributions for Interns				10,148	17,389	13,911	18,332
Interns' non-travel expenses	0	150	2,836	7,000	5,000	5,000	2,000
Interns' travel (included moving expenses in 2019-20)	1,409	1,301	5,534	7,500	682	682	1,250
Interns moving expenses to Ottawa (separated from travel 2020-21)					5,373	5,373	5,500
Interns' academic and training expenses	426	135	2,926	250	500	500	2,000
Interns' CPSA Conference registration/posters/Hill reception	0	0	0	0	0		
Alf Hales Prize/Travel Expenses for Winner	143	0	2,000	200	2,000		2,000
Total Internships	242,382	243,176	242,217	277,248	283,412	227,934	293,732
Fundraising							
Annual Alumni Celebration and Other Fundraising	6,875	12,431	5,867	5,900	29	29	6,000
Total Fundraising	6,875	12,431	5,867	5,900	29	29	6,000
Special Events and Projects							
Year end bonus for pandemic cohorts			4,500		15,000		
Former Prime Ministers	939	0	218	225			225
50th Anniversary Celebration May 2019 (includes logistical support)		32,299					
Total Special Events	939	32,299	4,718	225	15,000	0	225
Study Tours - Outgoing							
Montréal (previously Former Prime Ministers)		1,001		950			1,250
Nunavut	20,696	21,496	9,216				12,000
Ontario		4,965					
Québec	6,407	6,028	9,292	6,500			6,900
UK (includes transatlantic travel until 2018)	27,948	13,793	13,626	13,000			13,800
EU (includes transatlantic travel from 2018-19 onwards)	9,958	26,580	31,553	29,000			30,000
US	22,077	24,458	26,347	25,000			25,000
US Embassy Speaker Series Honoraria					3,000	2,558	
Total Study Tours - Outgoing	87,086	98,320	90,035	74,450	3,000	2,558	88,950
Study Tours - Incoming							
British Columbia Interns	277	112	0	112			250
Manitoba Interns	0	0	0	0			0
Ontario Interns	19	390	131	131			350
Québec Interns	362	307	0	307			350
US Congressional Fellows	760	442	0	442			750
Total Study Tours - Incoming	1,417	1,252	131	992	0	0	1,700
Directorship							
Salary (includes unrecovered HST prior to 1 Jan. 2021)	88,349	88,349	88,349	90,428	88,714	74,464	87,870
Director CPP + EI contributions (from 1 January 2021)					3,257		4,412
Expenses	786	170	394	500	80	39	500
Transition period for new Director	0	0	7,661	0	0		

CPSA Annual Conf/Board Meeting	1,350	778	50				1,000
Total Directorship	90,486	89,296	96,454	90,928	92,051	74,503	93,782
Administration							
Audit	3,812	4,853	4,648	4,500	4,500	1,164	4,700
Legal	441	313	4,438	550	5,000	5,329	1,000
Bank Fees and Financial Services Charges	219	163	107	219	550	517	500
Investment - PIP Legacy Foundation	31,535	20,900	0	0	0		0
Insurance (non-CPSA)	0	0	0	1,500	1,500	1,500	1,500
Office Supplies (non-HOC)	899	164	1,093	250	250	189	200
Printing/Publications (non-HOC)	492	1,392	1,142	750	0		300
Promotion/Recruitment	3,369	7,722	6,585	2,500	1,357	1,357	2,500
Stakeholder Relations (PIAA, Youth Outreach, Event Support)	2,117	2,966	7,270	3,500	500	489	2,500
Website and Communications	5,876	3,965	3,766	2,750	2,750	2,192	3,000
Reconciliation (prior years)	0	0		0	0		0
Misc. Administration (included Programme Asst. overtime until 2019-20)	982	225	278	950	6,500	6,332	500
Programme Assistant (includes overtime from 2020-21 onward)					400	374	500
Total Administration	49,741	42,663	29,327	17,469	23,307	19,443	17,200
CPSA Management Fee	9,000						
TOTAL EXPENDITURES	488,822	530,199	479,125	477,162	427,749	335,417	512,513
Annual Surplus	-10,349	3,375	29,229	33,397	1,325	72,566	7,811
RESERVE FUND/Accumulated Surplus	302,584	305,958	335,188	368,585	369,910	441,151	448,962