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## HEALTHCARE

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When my sisters, my mother, and I established the J. Armand Bombardier Foundation, shortly after my father’s death, our wish was to carry on the humanitarian work that inspired him throughout his life. Our goal was to support our community’s development, as he always did.

We did not imagine what the Foundation would become, 50 years later: a renowned institution with unique expertise. As the philanthropic arm of the company my father created, the Foundation advances the Bombardier name well beyond its home. I am very proud that we are recognized to this day for the sincere, friendly bonds we create with those we support.

I am therefore very pleased to present you with this chronicle of the annual accomplishments of the entire team that works day after day to make our world more just, following the path of my father. Our involvement in major projects, such as construction of the CUSM-MUHC, inspires me as much as targeted projects, such as the beautification of outdoor space surrounding our Valcourt institutions.

I would like to note the departure of two people who have been intimately tied to our accomplishments in recent years, whose terms as governors are ending. Pierre Laurin accompanied us for eleven years. His financial expertise and in-depth knowledge of education have been invaluable. As for Lucie Poitras, during nearly seven years she benefited the Foundation with her knowledge of the health sector, enabling us to make informed decisions in this major area of intervention. I am very grateful to them both.

I would also like to thank the governors who pursue our path with us – without counting the hours they invest. Their unfailing devotion helps ensure the success of all our activities. My thanks also go to the Foundation’s employees, who work each day to ensure our mission is accomplished.

Janine Bombardier, President

Janine Bombardier
Successful organizations are confident about their methods and process. Nonetheless, evolving practices are the key to success in a rapidly changing world. This year, our leitmotif was a questioning of our methods in an effort to consolidate the existing bonds with our clienteles, whether in the philanthropic, educational, or cultural sectors.

Our process of self-analysis began with a strategic review, with the participation of employees from the Foundation’s different departments, leading to a shared vision and to a common understanding of the issues affecting our various areas of work. This cooperative exercise generated a flurry of ideas – true to the Foundation’s creativity.

The challenges we faced this past year also motivated our questioning of the status quo. The BRP Club was an excellent stimulus: how would we, during a six-day period, welcome at the Museum close to 2,500 dealers from around the world who were invited by the company to share the passion for excellence embodied by Joseph-Armand Bombardier throughout his lifetime? We did so by mobilizing all personnel – and we accomplished this with ingenuity, imagination, and humour. The buzz surrounding that event foreshadowed a year full of novelty.

However appealing a program may be, it comes to life only through the people that take part in it. With that in mind, we therefore multiplied and diversified the activities in all our sectors, seeking to welcome an expanded clientele. We did this by intensifying the dissemination of our services and by taking the time to build bonds that will bring significant long-term benefits.

A self-analysis also means knowing how to surround oneself with the right people; it means drawing on one’s networks and calling on the expertise of one’s peers. Forty years after the Museum opened, it was time to review its position in the hearts and minds of our clients and partners. This enriching exercise brought us the diverse opinions of experts and others who are close to the Museum; it will serve as a springboard toward the realization of a new dream.

I would like to thank our employees, who contribute to this renewal by serving the Foundation with their enthusiasm and inventiveness in a spirit of cohesiveness and cooperation. I am also grateful to our governors for their generosity and their confidence as we implement each project.

Lyne Lavoie
FOUNDATION OVERVIEW

Since 1965, the J. Armand Bombardier Foundation has been contributing to the well-being of Canadian communities by supporting projects that foster individual and community development. The Foundation’s mission is to carry on the humanitarian work of Joseph Armand Bombardier and to help realize the social responsibility of Bombardier, the Company he founded in 1942.

The Foundation’s governors and employees want to help build a better world, for today and tomorrow. Our work therefore focuses on two major areas:

PHILANTHROPIC ACTIVITIES

• Community support;
• Healthcare;
• Education;
• Arts and Culture.

CULTURAL AND EDUCATIONAL ACTIVITIES

• J. Armand Bombardier Museum;
• Yvonne L. Bombardier Cultural Centre;
• Yvonne L. Bombardier Library.
PHILANTHROPIC ACTIVITIES

OVERVIEW

706 APPLICATIONS RECEIVED
153 ORGANIZATIONS SUPPORTED
40 OUTREACH ACTIVITIES
$10,461,000 DONATIONS COMMITTED FOR THE COMING YEARS

A SHARED HOPE

The philanthropic sector is preparing for substantial change in terms of its vision, practices, and intervention. The Foundation is participating in this movement by implementing activities that seek to accompany grantees during this period of transition. Beyond the financial support we offer to organizations, we want to create the conditions that are conducive to sharing expertise, experience, and sound practices, to help increase their independence. We call this collaborative philanthropy.

Such an approach is possible only through significant partnerships. As a participant in numerous social initiatives, the Foundation occupies a privileged position to develop networks with its partners and grantees. By facilitating informal yet dynamic networks, it fosters the development of social capital based on trust, knowledge sharing, and capacity building. The Foundation uses different avenues such as philanthropic and outreach activities to stimulate these high-quality relationships, to maximize the benefits of its donations.

These networks, in which members have confidence in their mutual capacities and knowledge, are essential to a complete vision of the challenges faced by the communities we serve and the possible solutions.

Why not see the philanthropic community as a large outdoor market in which the various producers of well-being share their ideas, resources, and knowledge?

BREAKDOWN OF DONATIONS FOR 2011-2012

Total donations: $6,622,750
Breakdown of donations by sector:
- Community support: $2,370,000
- Healthcare: $1,835,000
- Education: $1,217,750
- Arts and Culture: $850,000

Ode Belzile, Director, Philanthropic activities
PHILANTHROPIC ACTIVITIES

By proposing philanthropic activities to our grantees, we want to give them access to quality practices and information, with a view to sharing knowledge, which will ultimately contribute to the well-being of the communities they serve.

CAPACITY BUILDING ACTIVITIES

Drawing on the positive comments received after the first activities organized in 2010-2011, we proposed an enhanced program covering issues that are common to all our grantees. We are particularly proud that two of the training sessions were led by organizations we support*, thus serving our network with their expertise:

- **Introduction to Social Networks**
  *Bénévoles d’affaires*

- **Successful Fundraising**
  MULTIPLY inc.

- **Planned and Major Gifts**
  *HEC Montréal*

- **Recruiting and Retaining Motivated Volunteers**
  Volunteer Bureau of Montréal

Our grantees were surveyed at the end of the year to validate the relevance of the training and identify priorities, which enables us to continue organizing activities that evolve according to needs.

RESOURCE SHEETS AND GUIDES

In the same spirit of knowledge sharing, we created resource sheets and guides containing references, information, and ideas on various themes, such as participatory evaluation, governance, and the usefulness of social media, for non-profit organizations.

The activities are privileged opportunities for us to build closer bonds with our grantees, to better understand their needs, to learn from their failures, to be inspired by their successes, and to nurture our own philanthropic practice.

“By carrying out a program of philanthropic activities, the J. Armand Bombardier Foundation demonstrates real concern for the health of the sector in which we are evolving. Thank you for creating this space conducive to sharing, meeting, and learning, for the benefit of our organizations.”

Hélène Forget, Executive Director, Tel-Aide

Micheline Boisseau of PROMIS, Hélène Forget of Tel-Aide, and Sara Houle of the Maison des Femmes Sourdes de Montréal take part in an interactive activity during training offered by the Foundation.
OUTREACH ACTIVITIES

Seeking to become actively involved in the development of a rapidly growing community, the Foundation participated in numerous activities that enabled it to promote its philanthropic personality.

CONFERENCE OF PHILANTHROPIC FOUNDATIONS CANADA (PFC)

The beacon activity of the year was the preparation and presentation of a workshop entitled Social Capital: An Essential Asset for Significant Partnerships, in cooperation with the Dufresne and Gauthier Foundation and the Paloma Foundation, for the 2011 conference of PFC. Transformed by a common desire to build capacity with our grantees, we decided to adapt the theory of social capital to the philanthropic milieu and explain how quality networks act as multipliers for community benefits.

NETWORK OF QUÉBEC FOUNDATIONS FOR INNOVATION AND SOCIAL TRANSFORMATION

The Foundation joined the coordinating committee that works to launch the Network of Québec Foundations for Innovation and Social Transformation, whose goals are to share ideas and promote knowledge of needs in the field. This group of participants working in the community, environmental, and social sectors is the first North American centre of activities for a network already established in Europe, Africa, and South America.

PUBLIC EVENTS

To demystify donor expectations and help organizations diversify their funding, we served as panellists in three public sessions on donor-grantee relations. We also participated in various symposiums on the challenges facing charitable organizations.

“...The activities in which we take part foster networking and the sharing of novel practices. Each new bond we make is an opportunity to share information and knowledge and encourage joint projects.”

Lyne Lavoie, Executive Director, J. Armand Bombardier Foundation
The daily commitment of organizations working in the community sector, particularly those who work with the most vulnerable of our fellow citizens, places them in direct contact with the most serious social problems and challenges them to find solutions that preserve the compassionate side of our society, also enabling them to strengthen a social fabric that is often severely stretched. For this reason, the J. Armand Bombardier Foundation supports a hundred or so community organizations annually, finding in them the true ambassadors to accomplish its mission of helping communities grow.

The prevailing practice in philanthropy focuses on supporting specific projects. For our part, we don’t hesitate to fund the current operations of our grantees to ensure they have the resources required to carry out their core mission. This approach gives us the privilege of working with organizations whose activities are as numerous as they are diversified: food security, entrepreneurship, educational success, social integration, the accompaniment of disabled people, and many others.

There is a common thread that runs through all of these organizations: the ability to consider the needs of each individual while cultivating the strengths of everyone. This capacity for inclusion and for mobilizing citizens represents the community sector’s greatest asset.

| Community Support : $2,370,000 | 36% OF DONATIONS |
Eva’s Initiatives was founded in Toronto in 1994 to provide shelter and support programs to young people, aged 16 to 24, living on the street. The goal is to guide them toward a productive and self-sufficient life. Named after Eva Smith, a community worker whose vision led to construction of the first shelter, the organization now manages three youth shelters.

Each year, about 2,300 young people receive help in the following areas: drug dependence and alcoholism, job searches, dropping out of school, labour training, sex education, and family relations.

The organization excels through a novel approach, re-creating living environments in which homeless youth can come and create a new place for themselves in the community. One of the shelters, Eva’s Phoenix, is a good example: a former industrial building has been transformed into a mini-village with apartments, a community garden, and a print shop that enables integration into the workplace.

This unique way of helping youth has given Eva's Initiatives a reputation well beyond the greater Toronto area and made it a model for others. Being aware of these accomplishments, we were very pleased to take up the torch from Bombardier Transport Toronto, which had already been supporting the organization.

The personal accompaniment that each youth receives from Eva’s Initiatives is a perfect match with our goal of helping the most vulnerable people to become autonomous.

“With your support, Eva’s Initiatives helps rebuild and reform broken bonds; it helps prevent the ill effects on drug dependent youth; and it helps provide lasting solutions to youth homelessness through significant employment and safe, stable housing.”

Melissa Syme, Development Specialist, Eva’s Initiatives
Due to its complexity, the health field offers a huge variety of possible interventions. Since its very beginning, the Foundation has chosen to help foster the development of compassionate medicine, focusing on projects dedicated to relieving pain in all its forms and improving patients’ quality of life.

Seeing that innovation is central to the Foundation’s work, we also support projects that seek to advance knowledge in healthcare. Whether through research or the purchase of equipment or tools to optimize care and services, our assistance is designed to contribute to the well-being of the entire community.

Our work in this field involves several types of institutions, such as hospitals, research institutes, short- and long-term care facilities, rehabilitation centres, and palliative care homes.
In May 2011, the J. Armand Bombardier Foundation announced a donation of $8 million to the joint campaign of the Centre hospitalier de l’Université de Montréal (CHUM) Foundation and the McGill University Health Centre Foundation (MUHC). The campaign is raising the funds required to modernize the Montréal university hospital community through the construction of two super-hospitals.

The donation was divided equally between the two institutions and will serve to purchase highly advanced equipment, enabling the hospitals’ teams to enrich the body of medical knowledge and provide the best possible care. This is the largest donation the Foundation has made in the healthcare sector to date.

It’s not unusual for the J. Armand Bombardier Foundation to be involved in this venture. Having lost a son because he couldn’t be taken to hospital in bad winter weather, Joseph-Armand Bombardier worked relentlessly to perfect a vehicle that could travel on snow. His primary goal in inventing the snowmobile was indeed to break isolation and enable people in emergencies to receive assistance.

The Foundation has thus enthusiastically joined this unparalleled and ambitious project that will confirm the leadership of Montréal and Canada in the life sciences.

“I believe that my father would be proud to see that the Foundation’s donation to the joint CUSM-MUHC campaign reflects the challenge that motivated him throughout his life: to innovate for the well-being of his fellow citizens.”

Janine Bombardier, President, J. Armand Bombardier Foundation
PHILANTHROPIC ACTIVITIES

EDUCATION

OVER THE PAST 47 YEARS, THE EDUCATION SECTOR BENEFITED FROM THE LARGEST CUMULATIVE AMOUNT GRANTED BY THE J. ARMAND BOMBARDIER FOUNDATION, AS WE BELIEVE THAT A HIGH QUALITY AND ACCESSIBLE EDUCATION IS ESSENTIAL IN THE DEVELOPMENT OF ANY SOCIETY. WE CONTRIBUTE TO THE POST-SECONDARY LEVEL THROUGH STUDENT BURSARY PROGRAMS. WE ALSO SUPPORT INNOVATIVE PROJECTS THAT STRENGTHEN THE SCHOOL EXPERIENCE AT ALL LEVELS.
PHILANTHROPIC ACTIVITIES

ARTS AND CULTURE

Essential to the development of creative thinking, the arts and culture propose novel and original solutions to current and future problems. They are an open window on a world of possibility, which the Foundation wishes to make accessible to as many people as possible. We therefore encourage organizations in their efforts to share the performing and visual arts with various audiences.

MONTRÉAL MUSEUM OF FINE ARTS (MMFA)

Founded in 1860, the mission of the MMFA is to acquire and promote the work of past and current artists, from here and abroad. It was one of the first museums in North America to amass a truly encyclopedic collection. Through its 144-year history, a collection of nearly 36,000 objects has been created, including paintings, sculptures, graphic works, photographs, and decorative art objects.

Approached by the Museum during its major 2008-2012 fundraising campaign, we have chosen to contribute to its new Claire and Marc Bourgie Pavilion. Inaugurated in 2011 and already the recipient of two awards for its design, the Pavilion doubled the Museum’s total exhibition space devoted to Canadian and Québec art. Admission and the audio guide are free at all times, enabling thousands of visitors to learn more about our heritage, which is well presented in a historical context.

The J. Armand Bombardier Foundation gallery, located in the new Pavilion of Québec and Canadian Art of the Montréal Museum, celebrates the rise of Montréal and Canadian painting in the 1960s and ‘70s.

THE ARTS AND CULTURE PROPOSE NOVEL AND ORIGINAL SOLUTIONS TO CURRENT AND FUTURE PROBLEMS.

Arts and Culture : $850,000

13% OF DONATIONS

Arts and Culture : $850,000
Following the path set by Joseph-Armand Bombardier, who wanted to provide his fellow citizens in Valcourt with an enriching community life, the J. Armand Bombardier Foundation plays an important cultural role in the community with its three institutions: the J. Armand Bombardier Museum, the Yvonne L. Bombardier Cultural Centre, and the Yvonne L. Bombardier Library, the latter two named in honour of the inventor’s wife.

The value of this service shows in the variety of activities offered: from poetry to figurative art and theatrical animations to collectors gathering, the Foundation’s institutions reach not only a local clientele but also people from all over Québec and even the world!

To achieve this, the three institutions have worked on developing partnerships with various organizations in the region, creating links that enhance services to the different clienteles. The City of Valcourt, the Val-Saint-François RCM, the RCM’s Centre local de développement (economic development corporation), the Valcourt Optimist Club, the Carrefour jeunesse-emploi comité de Johnson (youth employment centre), and Grand Prix Ski-Doo® of Valcourt are among the organizations with which the Foundation has developed privileged partnerships.

Rapprochement has been the guideline we followed throughout the year: with our clients, with our partners, and within our three institutions.
J. ARMAND BOMBARDIER MUSEUM

OVERVIEW

22,237
ADMISSIONS TO THE MUSEUM
DURING 321 DAYS – AN INCREASE
OF 3% OVER LAST YEAR

6,169
PARTICIPANTS AT 22 EVENTS
THAT ENHANCED OUR REGULAR
PROGRAM

630
PARTICIPATING STUDENTS IN THE
LEADERSHIP WORKSHOP INSPIRED
BY JOSEPH-ARMAND BOMBARDIER’S
LIFE, WHICH WAS GIVEN ON 25 OCCASIONS
OUTSIDE THE MUSEUM

SHARED EXPERIENCE

Created in 1971 by the J. Armand Bombardier Foundation to promote the life and work of the famous inventor, Joseph-Armand Bombardier, to a wide audience, the Museum celebrated its 40th anniversary in 2011. Reaching out to our audiences and community, we proposed several periodic events that enriched our annual programming as well as activities outside the Museum, such as workshops in schools around the region.

In addition to the people who physically visit the Museum are virtual visitors who discover the rich history of Joseph-Armand Bombardier and his inventions, thanks to the Web and Web 2.0. Internet searches on our site are made from all corners of the earth. Indeed, our archives service is in great demand for its unique expertise.
J. Armand Bombardier Museum visitors can now enjoy three permanent exhibitions and one temporary exhibition. In addition to the temporary Bombardier Today exhibit, inaugurated in May 2011, we enhanced the permanent exhibitions to give visitors a renewed experience.

"Bombardier Today is a snapshot, an image that captures the Company live in 2011. In 50 years, this image will be part of history, and Bombardier will have reinvented itself once again."

Laurent Beaudoin, Chairman of the Board of Directors, Bombardier Inc.

BOMBARDIER TODAY

In response to frequent questions from our clients about the evolution of the Bombardier Corporation 50 years after the death of its founder, the Museum team created the exhibition Bombardier Today. Through a series of display islands, including a representative model of the preliminary configuration of future CSeries aircraft and a globe showing the world presence of the multinational, this exhibit draws a current portrait of the Company, which is the only manufacturer in the world to build both trains and aircraft.

PERMANENT EXHIBITIONS

The permanent exhibition Joseph-Armand Bombardier, a passion for invention and entrepreneurship, which presents the life and work of the inventor, offers several new features:

- A 1950 B12 CS Snowmobile has been included in the exhibition for interpretation purposes;
- Changes have been made to vehicle presentation and lighting for better display and to enable visitors to appreciate the cabins and mechanical components;
- An interactive terminal has been installed to show the genesis of the sprocket wheel/track system.

Visitors can now board an authentic B12 Snowmobile.
DEVELOPMENT OF NEW CLIENTELES

To spread the word about our Museum to as many people as possible, we made extra efforts to attract specialized clienteles while strengthening the close bonds we enjoy with our regular clients. We decided to take on this challenge by creating new activities.

BRP’S YELLOW BLOOD

Our collaboration with the manufacturer of motorized recreational products, BRP, intensified in the past year. Giving special value to its origins, the Company mandated the Museum to share its rich history with new employees to foster a strong sense of belonging, which BRP describes as “having yellow blood”.

We also seized on a unique opportunity to inject that same yellow blood in BRP dealers who came from around the world for the BRP Club, an event organized by the Company to strengthen ties with its dealers. All Foundation staff contributed to creating a unique experience for the guests.

SCHOOL CLIENTELES

Client groups from all academic levels visit the Museum and BRP plant each year to learn about a major part of Québec’s industrial history and to review job opportunities in science and technology.

New this year, we included in our program a workshop created in cooperation with the Fondation Ressources-Jeunesse. Offered to Estrie area schools for grade 10 students, the leadership workshop inspired by Joseph-Armand Bombardier’s life provides youth with an opportunity to think about the values and aspirations that will guide them in their choice of career. We gave the workshop 25 times, reaching 630 youth.
CONSERVING AND DISSEMINATING OUR KNOWLEDGE

Through to their expertise, our archival, documentation, conservation, and restoration teams play an important role in conserving and commemorating Joseph-Armand Bombardier’s legacy. They work to preserve and enrich our collections, and they serve as an essential reference in validating historical information for Bombardier and BRP.

THE DIVERSITY OF THE VEHICLES SIGNED J. ARMAND BOMBARDIER

The true breadth of Joseph-Armand Bombardier’s work can really be appreciated when the vehicles he perfected are brought together. We decided to illustrate this diversity and evolution in a new book, which presents information on 31 vehicles designed by Joseph-Armand Bombardier. The new publication responds to requests from our clients, who are as passionate about the vehicles as their inventor was.

A NEW RESTORATION

Our conservation team has for a long time wanted to complete the restoration of a 1958 snowmobile prototype from our collections. Mission accomplished! This developmental vehicle is a landmark in the history of the snowmobile’s creation. With the help of an archival photo and in-depth research, our team invested more than 350 hours in the re-creation of this important artifact.

SPECIALIZED CLIENTELES

The Grand Prix Ski-Doo® of Valcourt was a chance to reconnect with our snowmobile clientele in an improved format. Special activities were added to the popular Antique Snowmobile Collectors Gathering, including activities to help keep students interested in pursuing their studies by talking about education and other topics with Grand Prix Ski-Doo® racers.

The 30th anniversary of the event was also an opportunity to devote the traditional reunion to the recognition of volunteers who have been involved in the Grand Prix since its beginning.
The Yvonne L. Bombardier Cultural Centre is an exceptional showcase for artists, whether established or emerging, from here and beyond. In addition to the exhibition gallery, the Cultural Centre is home to the Yvonne L. Bombardier Library, a genuine crossroads for sharing and disseminating knowledge. Its combined visual arts and arts and letters programming makes it an active contributor to the region’s cultural wealth.

The past year was marked by a significant increase in its use, the direct result of new initiatives related to the three exhibitions presented. Access to the artists and their availability played an important role in attracting the many visitors.

In addition, we voluntarily built bridges between our different institutions by drawing on the themes proposed by the Cultural Centre. For example, it was at the Museum that detective Alain Lacoursière revealed his work as an investigator during a lecture on art theft. The artistic worlds exposed in the exhibitions also served as themes for joint workshops and activities. For example, wildlife was on display through the work of artist Claudio D’Angelo and was also used as a theme for the development of activities aimed at school clienteles during March break.

Combining different forms of art, the Cultural Centre invited musicians from the Orford Arts Centre, a Foundation grantee, to perform as part of the Journées de la culture.
This retrospective consisting of 80 paintings opened the doors for visitors to the fantastic universe of artist Gérard Castonguay. Midway between surrealism and figurative art, his universe features people working the land, hatching enormous bubbles and people in front of tall, flimsy houses. “Castonguay plunges us into a whimsical, larger-than-life world in which the landscapes and people swim in a dreamy atmosphere where the play of light gives the illusion of reality,” said Lyne Lavoie, Executive Director of the J. Armand Bombardier Foundation, during the opening of L’imaginaire coloré de Castonguay exhibition. Ms. Lavoie served as Honorary President of the event.

The exhibition inspired a series of activities that immersed the different audiences in Gérard Castonguay world:

- Visits with the artist, who explained his process, techniques, and the secrets behind each painting;
- Educational workshops attended by 900 youth, assisting visual arts teachers at the elementary and high school levels as well as daycare educators;
- An observation game leading Museum visitors to the Cultural Centre.

The success we achieved with these activities led us to incorporate them into the program of each subsequent exhibition.
AN INSTINCT FOR NATURE

CLAUDIO D’ANGELO

JANUARY 29 TO APRIL 29, 2012

This retrospective of the Montréal wildlife artist’s Claudio D’Angelo work consisted of about 60 paintings. He is renowned in particular for his collaborations with the Royal Canadian Mint. His oil canvases present Canadian wildlife in its natural environment. An apostle of realism, the artist prefers painting over photography because it enables him to better represent the subtle movements he observes in the behaviour of animals.

This symbolically rich and unifying theme represented an opportunity for us to extend the exhibition beyond the Cultural Centre:

• March break under the theme “Une relâche... animale,” (Break... into the Wild) in partnership with the Granby Zoo;
• A Prestige Lecture organized by the Library and held at the Museum, featuring hunting guide and speaker Michel Therrien;
• Educational workshops – some led by the artist – attended by 500 youth.

These ephemeral moments, full of joy, in which I observe the rich detail of plants and animals around me, the beauty of these moments – this is what I want to express and share.”

Claudio D’Angelo, artist
The exhibition Reflections through Time by Mary S. Martin presented about 20 of her works in the Cultural Centre’s mezzanine. A native of the Eastern Townships, the artist paints an ode to the region’s unique landscapes, in oil or watercolour. Reproducing as faithfully as possible the scene before her, she prefers illustrating the contre-jours, which give sparkling hues and mysterious shadows to her work.

“I am as much a scientist as artist. My scientific side won’t allow me to change the scene, which explains the realism that characterizes my paintings.”

Mary S. Martin, artist
A privileged meeting place, the Yvonne L. Bombardier Library is devoted to enhancing and reinforcing the love of words and culture in general. In response to its mission, it offers a collection of more than 45,000 documents to readers in the region, in addition to stimulating interest in reading through an expanded portfolio of activities.

Seeking to intensify the synergy between the Foundation’s three cultural institutions, we used the Library’s resources as a lever to foster the organization of shared activities in which the strengths of each have been brought to bear. The Museum hosted lectures organized by the Library, and the latter helped increase visits to the Cultural Centre by organizing different activities for our school partners. These activities have been an exceptional gallery for promoting our institutions.

In addition, we adapted our communication strategy to exploit the full potential of new virtual tools and to further personalize the bonds we enjoy with our members. The literary column we publish in local weeklies was therefore converted into a monthly electronic newsletter, and Facebook has become an essential vector for promoting our regular and periodic activities.
ENCOURAGING YOUTH TO USE THE LIBRARY

Since interest in the world of literature develops especially during early youth, we focus on this clientele with activities that keep their interest in reading alive. Our initiatives helped demonstrate the accessible nature of the Library – for little ones, their parents, and adolescents.

FROM THE LITTLEST...

The Valcourt Crayons de Couleur daycare became the first pre-school institution to benefit from the Access to books (Accès-livres) program, which had already been available for a number of years to schools in the region. Each month, nearly 100 children enjoy a new selection of books that are taken directly to their premises. The same children are welcomed each month at our Library to participate in the story hour (Heure du conte), followed by an artistic activity.

The City of Valcourt, for its part, joined our initiative by bringing the children at its day camp to rediscover the Library for activities developed within the TD Summer Reading Club.

... TO THE TALLEST!

Always attentive to the needs of our clientele, we created the Jeunes curieux activity for 8- to 12-year-olds. Having grown out of the story hour (Heure du conte), its fans can now discover through this fun and enriching activity new cultural spheres such as chess and improvisation.

For their part, teenagers experienced the Soirée Loup-Garou in which they role-played and listened to terrible tales. The Soirée Loup-Garou and the activity Jeunes curieux encouraged clienteles that don’t identify with the traditional world of the book to discover it from new angles.

The story hour (Heure du conte) for the general public, which is led by Library clerk Isabelle Pelletier, was very popular throughout the year thanks to new virtual promotion tools.
EDUCATION COMPONENT

For its education component, the Library takes the road less traveled by exposing students from schools in the area to original art forms that strengthen their bonds to literature.

We offered a wide range of activities, from the more traditional to less conventional. Various meetings enabled children to exchange with the authors Camille Bouchard and Diane Bergeron as well as illustrator Benoît Laverdière. A contemporary music show was also presented, in association with the Moulin à Musique and Jeunesses Musicales.

School clienteles from kindergarten to grade 3 were invited to an introductory activity designed to demystify how the Library works, teach research methods, and promote library rules.

Always seeking to expand our outreach, we welcomed Passe-Partout groups from Valcourt and the region. This program for four-year-olds is designed to facilitate the transition from family environment to school. The activity led new families to subscribe to our services.
Adult Library users were not forgotten. Like the youth clientele, they benefited from a sustained and diversified program, enabling the institution to transcend its primary mission. Launched during the year, the Prestige Lecture series presents well-known personalities, very popular subjects, and large-scale performances, to attract audiences that are as varied as they are passionate and curious about living unusual experiences.

Recognizing that we have to reach out to others, we implemented a personalized delivery service. BRP employees can now reserve their chosen books via our virtual catalogue and receive them at their workplace as soon as they are available, thereby gaining precious time. Residents of the Maison des Aînés de Valcourt (seniors’ residence) also benefit from the personalized book delivery service. This less autonomous clientele can therefore easily stay immersed in the universe of books.

Always seeking to build closer bonds to the community, we organized a summer festival in the gardens of the Cultural Centre. More than 300 people attended the outdoor story hour (Heure du conte) for children as well as a story-telling performance for adults, in addition to stocking up on books and CDs that were put on sale from the Library’s collection for the occasion.

Hunting and fishing specialist Michel Therrien presented a Prestige Lecture as part of the exhibition An Instinct for Nature by Claudio D’Angelo.
GOVERNANCE

The J. Armand Bombardier Foundation is administered by a board of governors of 11 members, chaired by Janine Bombardier, eldest daughter of the inventor.

The board of governors strategically guides the Foundation and oversees its sound management. Three committees meet faithfully to review the different areas that are essential to the Foundation’s proper functioning:

- Executive committee;
- Donations committee;
- Investment committee.

Also adopting the leitmotif of self-analysis, the board of governors and its committees took time to carry out the in-depth reviews necessary to maintain high standards of governance and to renew the ideas underpinning the Foundation’s main orientations. Perpetuity, the distribution of investments, and philanthropic commitments were among the themes addressed.

MUSEUM MISSION AND POSITION

Drawing on results of the analysis that drew a current profile of the Museum, prepared in the previous fiscal year, the governors embarked on a reflection to define its future orientations. This led to a new mission and positioning strategy for the J. Armand Bombardier Museum – decisions that will have an important effect on its future activities.

A SHARED EXPERTISE

The Foundation’s 2011-2012 governors, in the usual order: (seated) Roch A. Fournier, John Paul Macdonald, and Pierre Laurin; (standing) Lucie Poitras, France Bissonnette, Claire B. Beaudoin, Isabelle Bombardier, Huguette B. Fontaine (Vice-President), Nicole Beaudoin (Treasurer and Executive President), Janine Bombardier (President), and Diane Fontaine. They are accompanied by Lyne Lavoie, Executive Director (far right).
COMMITMENT IN THE FIELD

Two years after the earthquake that struck Haiti, two governors, Nicole Beaudoin and Isabelle Bombardier, and the executive director, Lyne Lavoie, travelled to the country. They were able to observe the scope of work carried out, and to appreciate all the logistics deployed by the Canadian Red Cross, which received a major donation from the Foundation during the crisis. Nicole Beaudoin also participated in a mobilization day under the Red Cross’s Ready When the Time Comes program, during the floods that affected the Saint-Jean-sur-Richelieu region in spring 2011.

OUTGOING GOVERNORS

As the terms of Pierre Laurin and Lucie Poitras come to a close, the direction and the board of governors would like to thank them warmly for their commitment to the Foundation. They participated significantly in our decisions and orientations; they helped strengthen our discussions; and they contributed to the advancement of the Foundation, in accordance with its mission.

Anticipating the end of these terms, we launched a recruitment process for new governors to ensure we have a board that can respond to the issues and challenges faced by the Foundation. The governors have therefore proceeded with an in-depth analysis of the board of directors, which has shone light on its needs in terms of expertise.

“My involvement in the governance of the J. Armand Bombardier Foundation has been an impeccable experience in sound management, inspired by exceptional passion for sharing among members of the family.”

Pierre Laurin, outgoing governor
Convinced that human capital is its greatest asset, the J. Armand Bombardier Foundation draws on the skills, talent, and creativity of its employees, whose mandates are as varied as the initiatives carried out are numerous.

Consistent with its philanthropic mission, the Foundation encourages its employees to become involved as volunteers in the community. Since 2004, the Foundation has been providing financial support to the organizations in which its personnel volunteer regularly or periodically, according to a policy that recognizes the social involvement of its employees. By highlighting their efforts, the Foundation wishes to reinforce employees’ sense of belonging to the Foundation’s mission and values. The significant increase in the amounts granted over the past year confirms the success of this policy for employees involved in different causes.
**TRAINING**

The Foundation pays special attention to the development of its employees’ skills. The diversity of our activities demands a wide variety of training: the safe operation of lift trucks, the conservation of modern information documents, the management of exhibition projects, the integration of electronic books in a collection, and the software management of donation requests. These were among the subjects addressed in 2011-2012.

In addition, to help enrich employees’ knowledge and upgrade their professional practices, two educational outings were organized: one to the Bombardier Transport plant in La Pocatière and the *Musée de la Mémoire vivante*, and the other to Montréal libraries and organizations supported by the Foundation.

Our employees are also strongly encouraged to participate in conferences, trade shows, and events related to their role within the Foundation. Several took advantage of these opportunities in the past year.

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**SOCIAL RESPONSIBILITY**

The Foundation offers its employees the opportunity to participate in various community focused initiatives, such as Social Action Day, the Centraide Estrie campaign, and the Red Cross’s *Ready When the Time Comes* program.

**SOCIAL ACTION DAY**

During the fifth Social Action Day, employees donned their cooking aprons to meet the challenge of preparing 200 five-course meals at the *Tablée des Chefs*, an organization supported by the Foundation.

**CENTRAIDE**

For a third consecutive year, employees mobilized on behalf of *Centraide Estrie*. More than $5,300 was raised through various initiatives and automatic payroll deductions – an increase of 93% over last year!
THROUGH THEIR PERSONAL INITIATIVES, FOUNDATION EMPLOYEES LEFT THEIR MARK IN 2011-2012.

Ode Belzile  
Maison Plein Cœur and Centre de relation d’aide Le Levier

Sophie Charbonneau  
Société des Correspondances d’Eastman

Claudia Dalhara-Demers  
Local des Jeunes des Jardins-Fleuris de Fleurimont and Association québécoise de sports pour paralytiques cérébraux

Marieanne Dandurand  
Corporation du marché de Noël de Sherbrooke and Pavillon des arts et de la culture de Coaticook

Maeva Dourthe  
Saint-Louis-de-Gonzague elementary school and Kelly Shires Breast Cancer Foundation

Colette Fugère  
Association des Sourds de l’Estrie Inc.

Geneviève Gaudet  
Richmond Soccer Festival

Madalène Houde  
L’Odysée high school

Sonia Labrecque  
Family support for an autistic child

Mario Landry  
Amyotrophic Lateral Sclerosis Society of Québec

Lyne Lavoie  
Business Volunteers and Kelly Shires Breast Cancer Foundation

Patrick LeBrun  
Movember Canada

Catherine Longpré  
Maison des arts et de la culture de Brompton and Espace Hortense du P’tit Bonheur de Saint-Camille

Carole-Anne Ménard  
Comité consultatif de la famille de Bromont and Kelly Shires Breast Cancer Foundation

Luc Ménard  
Movember Canada

Isabelle Pelletier  
Valcourt minor and indoor soccer

Josée Petit  
Kelly Shires Breast Cancer Foundation

Martine Richard  
Saints-Martyrs-Canadiens elementary school for the Magasin-Partage d’Ahuntsic

Andrée Richer  
Fondation En Cœur

Simon C. Roy  
Movember Canada

Some members of the Foundation staff around President Janine Bombardier during the BRP Club.

FOUNDATION EMPLOYEES

André Belhumeur • Ginette Belley • Ode Belzile • Andrée Bilodeau • Stéphanie Bisaillon-Auclair • Alexandre Boisvert-Drapeau • Diane Bolduc • Mireille Bombardier • Patricia Bossé • Catherine Boudin • Philippe Boyer • Denis Cabana • Sophie Charbonneau • Mario Choquette • Karine Corbeil • Maxime-Édouard Crête • Claudia Dalbilla-Demers • Marianne Dandurand • Maeva Dourthe • France Dubois • Colette Fugère • Stéphane Gagnon • Tommy Gagnon • Geneviève Gaudet • Claudette B. Gravel • Lucille Gravel • Megane Guillard • Madalène Houde • Sonia Labrecque • Mario Landry • Lyne Lavoie • Patrick LeBrun • Catherine Longpré • Émy Marois Gagnon • Carole-Anne Ménard • Luc Ménard • Julie Mercure-Latour • Eve-Catherine Métras • Marie Meunier • Julie Miller • Sandra Miville • Jacqueline Nadeau • Sylvie Niquette • Jérôme Pansini • Isabelle Pelletier • Guy Pépin • Josée Petit • Vicky Prud’homme • Chantal Raymond • Patrick Reynolds • Carole Richard • Martine Richard • Andrée Richer • Simon C. Roy • Sarah St-Pierre • Cournsia Touré • Raphaëlle V. Sauvé
AMYOTROPHIC LATERAL SCLEROSIS SOCIETY OF QUÉBEC
Foundation’s employee volunteer recognition program

ASSOCIATION D’ENTRAIDE LE CHÂÎNON
Long-term housing for vulnerable women aged 50 and over

ASSOCIATION DES SOURDS DE L’ESTRIE
Foundation’s employee volunteer recognition program

ASSOCIATION QUÉBÉCOISE DES PERSONNES APHASIQUES
Activity and follow-up program

ASSOCIATION SPORTIVE ET COMMUNAUTAIRE DU CENTRE-SUD
Education and leisure program for development of youth aged 4 to 17

BROTHERS OF CHARITY
Adapted school transportation

BUSINESS VOLUNTEERS
Pairing service for business people and community and cultural organizations

CANADIAN RED CROSS, QUÉBEC DIVISION
Ready When the Time Comes volunteer action program
Support for flood victims in the Montérégie

CARREFOUR JEUNESSE-EMPLOI DE CÔTE-D’NEIGES
Monnaie Money financial education program for youth and seniors

CASIRA
School renovation and construction in Guatemala
Sewing cooperative for the integration of women in the workplace in Guatemala

CENTRAIDE DU GRAND MONTRÉAL
2011 fundraising campaign

CENTRAIDE ESTRIE
2011 fundraising campaign

CENTRAIDE KRTB-CÔTE-DU-SUD
2011 fundraising campaign

CENTRAIDE LAURENTIDES
2011 fundraising campaign

CENTRE D’ACTION BÉNÉVOLE VALCOURT ET RÉGION
Support programs for seniors and low-income individuals

CENTRE ACTION BÉNÉVOLE INTERACTION
Support programs for disadvantaged or vulnerable people

CENTRE D’ENTRAIDE PLUS DE L’ESTRIE
Home help for low-income individuals

CENTRE NORMAND-LÉVEILLÉ
Respite-care centre for people living with a disability

CENTRE PHILOU
Relief care and stimulation programs for physically disabled children aged 0 to 12

COALITION SHERBROOKEOISE POUR LE TRAVAIL DE RUE
Social involvement projects and alternatives to the street

CORPORATION WAPIKONI MOBILE
Social intervention and audiovisual training for young people in First Nations communities

CUISINES COLLECTIVES BOUCHÉE DOUBLE MEMPHRÉMAGOG
Support for community kitchen groups

CUISINE COLLECTIVE LE BLÉ D’OR DE SHERBROOKE
Support for community kitchen group

DOCTORS OF THE WORLD
Psychological support program for community workers through Projet Montréal

D’CLOWN
Therapeutic clowning program

ÉMERGO RESPITES SERVICES
Relief program for families of autistic people

EVA’S INITIATIVES
Support and coaching programs for street youth

FONDATION D’AIDE DIRECTE SIDA MONTRÉAL
Material and financial support for disadvantaged people living with HIV/AIDS

FONDATION DES AVEUGLES DU QUÉBEC
Leisure activities for blind of visually impaired teens

FONDATION DOLLARD-CORMIER
Scholastic program for drug-dependent youth aged 17 to 24

FONDATION DU CENTRE JEUNESSE DE LA MONTÉRÉGIE
Maison l’Escargot shelter for children under 5 suffering from attachment disorders

FONDATION EN CŒUR CHAPITRE DE L’ESTRIE
Foundation’s employee volunteer recognition program

FONDATION LE GRAND CHEMIN
Addiction treatment centre for youths aged 12 to 17

FONDATION PÈRE SABLON
Support programs for the disadvantaged

FONDATION RESSOURCES-JEUNESSE
Joseph-Armand Bombardier Leadership workshop for young job-seekers

FORMADOS
Training programs for staff at youth centres

G.R.I.S MONTRÉAL
Promoting awareness among high school students about the reality of gays, lesbians, bisexuals, and transgendered people

GROUPE COMMUNAUTAIRE L’ITINÉRAIRE
Vocational training program

HABITAT FOR HUMANITY THUNDER BAY
House construction project for a disadvantaged family

HOPE AIR
Community liaison program

INSTITUT DU NOUVEAU MONDE À Go, on change le monde social entrepreneurship program
JEUNES AU TRAVAIL
Social and occupational integration programs for youths aged 16 to 25

JEVI
Suicide prevention centre

KELLY SHIRES BREAST CANCER FOUNDATION
Support program for people diagnosed with breast cancer

Foundation’s employee volunteer recognition program

L’ANCRE DES JEUNES
Anti-dropout programs

L’AUTRE ESCALE
Intervention centre for children exposed to domestic violence

L’AVENUE HÉBERGEMENT COMMUNAUTAIRE
Participative philanthropy project

LA CORDÉE TRANSIT DE JOUR
Day centre for people with mental illnesses

LA FONDATION PORTAGE
Treatment centre for people with drug dependencies

LA GRANDE TABLE
Affordably priced meals for disadvantaged students and families

LA MAISON DU PARTAGE D’YOUVILLE
Front-line services for disadvantaged or vulnerable people

LA MAISON MARGUERITE
Shelter for homeless women in psychological or social crises

LA PETITE MAISON DE LA MISERICORDE
Coaching and support for single mothers

LA TABLÉE DES CHEFS
Cooking workshops offered in youth centres and schools in disadvantaged areas

LA TRAVERSÉE
Support for women, teen and children victims of sexual assault

LE CIRQUE DES ÉTOILES MEMPHRÉMAGOG
Program to encourage academic success through circus arts

LE GARDE-MANGER POUR TOUS
Meal preparation for school children in disadvantaged neighbourhoods

LE PARADOS
Shelter for women victims of domestic violence

LE PAS DE LA RUE
Guidance programs for homeless people aged 55 and older

LE SAC À DOS
Housing and support program for people at risk of homelessness

LES GRANDS FRÈRES ET LES GRANDES SŒURS DE L’ESTRIE
School pairing program

LES JEUNES ENTREPRISES DU QUÉBEC
Entrepreneurship initiation programs

LES SŒURS DE STE-CHRÉTIENNE
New ambulance for a dispensary in Rwanda

LES RELIGIEUSES DE JÉSUS-MARIE
Water supplies project in Ecuador

LIGNEPARENTS
Development of parenting skills program

LOCAL DES JEUNES DES JARDINS-FLEURIS
Foundation’s employee volunteer recognition program

MAISON DE LA FAMILLE LES ARBRISSEAUX
Family support program

MAISON DES JEUNES L’INITIATIVE
Operational support

MAP MONTRÉAL
Education activities for young single mothers

MENTAL ILLNESS FOUNDATION
Awareness program on mental illness in the workplace

MILEU ÉDUCATIF LA SOURCE
Homework program for kids 8-12

MIRA FOUNDATION
Donation in memory of Mr. Camille Rouillard, former executive director of the J. Armand Bombardier Foundation

MOISSION ESTRIE
Food distribution program

MOISSION MONTRÉAL
Food distribution program

MOVEMBER CANADA
Foundation’s employee volunteer recognition program

NATIVE FRIENDSHIP CENTRE OF MONTRÉAL
Support program for Aboriginals living in urban environments

ŒUVRE DE BIENFAISANCE DE VALCOURT
Activity program for the disadvantaged

OLD BREWERY MISSION FOUNDATION
Accompaniment program for homeless people

ON THE TIP OF THE TOES FOUNDATION
Outings for groups of teen cancer patients

PLEIN AIR À PLEIN CŒUR
Funding to help young people from disadvantaged backgrounds attend a summer camp

PROMIS
Integration program for newcomers

QUÉBEC BREAST CANCER FOUNDATION
Foundation’s employee volunteer recognition program

REFUGE DES JEUNES DE MONTRÉAL
Self-sufficiency program for young homeless men

REGROUPEMENT UN TOIT POUR TOI!
Outdoor development project for a group of affordably priced accommodations

RÉPIT-PROVIDENCE, MAISON HOCHELAGA-MAISONNEUVE
Relief services for vulnerable families to prevent family breakup and violence toward children

REVDEC
Anti-dropout programs
COMMUNITY SUPPORT

REVIVE
Support for people with anxiety, depression or bipolar disorders

RICHMOND SOCCER FESTIVAL
Foundation’s employee volunteer recognition program

SECOEURS-AMITIÉ ÈSTRIE
Call-in centre for people in distress

SHARE THE WARMTH FOUNDATION
Anti-hunger and poverty programs

SUN YOUTH
Front-line services for disadvantaged or vulnerable people

TEL-AIDE
Call-in centre for people in distress

TRÈVE POUR ELLES
Support services for women sexual assault victims

TYNDALE ST-GEORGES COMMUNITY CENTRE
After-school program

UNITED WAY OF GREATER TORONTO
2011 fundraising campaign

UNITED WAY SERVING KINGSTON, FRONTENAC, LENNOX & ADDINGTON
2011 fundraising campaign

VILLA PIERROT
Accompaniment program for single mothers

WEST ISLAND WOMEN’S SHELTER
Shelter for women victims of domestic violence

WINGS OF HOPE QUÉBEC
Three water supplies projects in South America

WOMEN’S CENTRE OF MONTRÉAL
Integrated mother-child intervention program

YOUTH FUSION
Dropout prevention program in urban and Aboriginal areas

EDUCATION

ÉCOLE DE DANSE CONTEMPORAINE DE MONTRÉAL
Laboratory of Creation for graduates

ÉCOLE POLYTECHNIQUE DE MONTRÉAL
NSERC - J. Armand Bombardier - Pratt & Whitney Canada Industrial Research Chair in Integrated Design for Efficient Aircraft (IDEA)

ÉCOLE PRIMAIRE MONTESSORI DE MAGOG
Development and dissemination of a novel educational program

FONDATION DE L’UNIVERSITÉ DU QUÉBEC À TROIS-RIVIÈRES
J. Armand Bombardier Scholarship Fund for student accessibility

FONDATION DU SÉMINAIRE DE SHEBROOKE
Student support programs

FONDS DE DÉVELOPPEMENT DU CENTRE FRANÇOIS-MICHELLE
Employment training program for youth living with an intellectual disability

GIANT STEPS FOUNDATION
Integration program for autistic students

JUNIOR ACHIEVEMENT OF CENTRAL ONTARIO
Economics for Success program for high-school students

McGILL UNIVERSITY
J. Armand Bombardier Chair in Multidisciplinary Computational Fluid Dynamics

MOUNT ALLISON UNIVERSITY
J. Armand Bombardier Experiential Learning Fund

PETER HALL SCHOOL FOUNDATION
Smartboards for special need classes

ROBOTIQUE FIRST QUÉBEC
Robotics program for high-school students

ROYAL SOCIETY OF CANADA
RSC - J. Armand Bombardier science fellowships

SIMON FRASER UNIVERSITY
Chancellor Brandt C. Louie Legacy Fund

SOURDINE
Academic support for deaf high-school students

UNIVERSITY OF WESTERN ONTARIO/RICHARDIVEY SCHOOL OF BUSINESS
J. Armand Bombardier HBA Scholarship in Entrepreneurship

UNIVERSITÉ DE SHEBROOKE
NSERC Industrial Research Chair in Aviation Acoustics

UNIVERSITY OF BRITISH COLUMBIA
J. Armand Bombardier Chair in Sustainable Transportation
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<td>New palliative care unit</td>
<td>Home for people living with HIV/AIDS</td>
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<td>FONDATION DU CENTRE HOSPITALIER DE L’UNIVERSITé DE MONTRÉAL</td>
<td>MCGILL UNIVERSITY HEALTH CENTRE FOUNDATION</td>
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<td>Major fundraising campaign for the new CHUM</td>
<td>Major financing campaign for the new MUHC</td>
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| MONTRÉAL HEART INSTITUTE FOUNDATION | LE PETIT THÉÂTRE DE SHERBROOKE |
| Support for the Institute’s research and development programs | Artistic activities for children and youth |
| | |
| | LES GRANDS BALLETs CANADIENS DE MONTRÉAL |
| | Fonds Casse-Noisette (Nutcracker Fund) for children |
| | |
| | MCCORD MUSEUM |
| | 2011-2012 educational program |
| | |
| | MONTRÉAL MUSEUM OF FINE ARTS FOUNDATION |
| | 2008-2012 major financing campaign |
| | |
| | ORCHESTRE METROPOLITAIN |
| | 2011-2012 program |
| | |
| | ORFORD ARTS CENTRE |
| | Support for music teaching and dissemination activities |

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