



CORPORATE PLAN 2020

November 2019

**The Gairdner Foundation
Corporate Plan 2020**

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SECTION I

ABOUT THE GAIRDNER FOUNDATION

The Gairdner Foundation was established in 1957 by Toronto stockbroker and philanthropist, James Gairdner. Since its establishment the main goal of the Foundation has been awarding annual prizes to scientists whose discoveries have had a major impact on scientific progress and on human health. The first awards were granted in 1959 and since then, **more than 385 scientists have received a Canada Gairdner Award and to date, 92 have gone on to receive the Nobel Prize.**

The Canada Gairdner Awards raise the profile of Canada as a nation that fosters innovation and scientific excellence. The awards are Canada's only globally recognized international scientific prize. Gairdner stands out as the only national organization that consistently brings the best biomedical researchers from around the world to Canada, providing opportunities for new insights, shared projects and collaborations. The Canada Gairdner alumni network is among the strongest of the major scientific awards. Each year, past laureates return to participate in the award adjudication process, give lectures as part of outreach programming and attend Gairdner events. There are three types of Canada Gairdner Awards:

Canada Gairdner International Awards are given to five biomedical scientists who have made original contributions to biomedicine resulting in an increased understanding of human biology and disease.

The Canada Gairdner Wightman Award is given to a Canadian who has displayed superior leadership in biomedical science as well as institutional and scientific leadership in Canada.

The John Dirks Canada Gairdner Global Health Award is given to an individual who has made seminal discoveries that have had significant impact on health outcomes in the developing world.

The Foundation leverages the prestige of the prizes and their laureates to promote the importance of scientific research, particularly fundamental research, to the next generation of scientists, researchers, innovators and entrepreneurs. The National & Student Outreach programs bring laureates, current and past, to Canadian universities to speak to more than 7,500 faculty, trainees and postgraduate students about their work.

Gairdner brings together high school students across Canada to hear laureates speak about their career inspirations, research, challenges, experiences, and promote a future in STEM. Many laureates continue to cite the Student Outreach Program as their favourite part of the Canada Gairdner Awards experience. Gairdner also promotes the understanding of scientific discovery to a wider audience through public lectures, engagement with Science Centres and through its online presence. Gairdner strives to make research accessible and easier to understand so that all Canadians are aware of its importance.

Gairdner's outreach extends beyond Canadian borders to showcase the country on the international stage. Gairdner seeks to develop programs that will recognize excellence in health research in low and middle-income countries and encourage sustainable scientific research. Gairdner also uses its awardees' expansive networks to help Canada build relationships with senior scientists around the world to promote Canadian research and innovation.

The Gairdner Foundation, which is located in the heart of Toronto's MaRS innovation district, was incorporated in December 1957 as a charitable corporation under the laws of the Province of Ontario, Canada. During 2013, the Foundation was continued as a federal corporation under the Canada Not-For-Profit Corporations Act. Its funds were originally derived from the personal gifts of the founder and members of his family. In 2008, the Federal government, through the Canadian Institutes of Health Research, provided an endowment to the Foundation to ensure that the Awards continue to grow in international stature, and a new Canada Gairdner Global Health Award was established. At the time, the name of the Awards was changed to the Canada Gairdner Awards. Today, the Governments of Alberta and Québec also generously support the Gairdner Foundation and its programming.

MISSION & OPERATING PRINCIPLES

Mission

- **To celebrate international excellence in fundamental research that impacts human health**

Gairdner's core mandate is to select the annual Canada Gairdner Award laureates. Over the past 60 years, Gairdner has gained a superb international reputation for its early recognition of medical breakthroughs that alleviate human suffering and have changed the way medicine is practiced. The Canada Gairdner Awards recognize and celebrate the work of the world's best biomedical researchers. The international stature of the Awards conveys to the rest of the world that scientific research is both recognized and respected in Canada. The Gairdner Foundation recognizes, encourages and celebrates fundamental research and in doing so helps to foster a culture of research and innovation.

Gairdner maintains the highest standards in selecting laureates of the Awards by appointing eminent international and Canadian scientists to the highly respected adjudication system.

- **To inspire the next generation of students to be the next generation of researchers, leaders and innovators**

Our annual National Program is unique among major scientific prizes. Each October, Gairdner sends current and past winners to universities across Canada, where they present lectures on their work to scientists, trainees, and high school students. Through this educational program, we aim to inspire young people to consider a career in the sciences, and to increase public awareness of the value of scientific research and discovery.

Gairdner inspires Canadian scientists through public celebrations showing the value of research and enhances and encourages a culture of science in Canada by emphasizing excellence and the value of research to senior scientists, postgraduate, graduate and medical students, high school students and the public at large.

- **To engage in outreach and act as conveners with the public, policymakers and other stakeholders on the impact of science on our everyday lives and the future of the world**

Gairdner's aim is not only to enhance Canada's stature in the international scientific community, but to facilitate linkages between leading international scientists and Canadian research institutions and to inspire young Canadians to aspire to the highest levels of scientific excellence.

Gairdner fosters collaboration between Canadian and international scientists by bringing them from abroad to meet with Canadian scientists through lectures, small group discussions and grand rounds.

Operating Principles

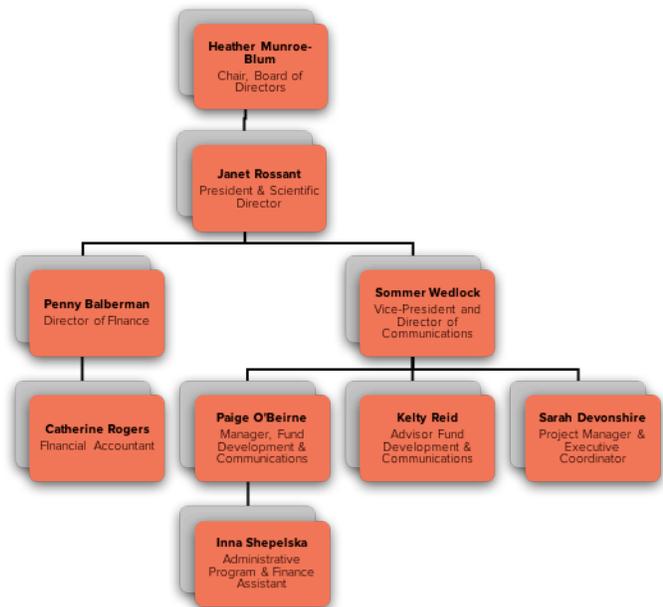
1. Inspire Canadians to perform at world-class levels of scientific excellence; Contribute to building the pipeline and strengthening the global profile and competitiveness of Canadian scientists and the scientific research community.
2. Encourage and celebrate international excellence in health research.
3. Educate and inform the public about the Gairdner awards and the impact of scientific research
4. Cultivate international relationships.
5. Foster collaborative relationships with government, private sector and other non-governmental parties to further expand and augment the Canada Gairdner Awards.

TEAM & GOVERNANCE

The Gairdner Foundation has the equivalent of 6 full-time employees (2 part-time) in addition to volunteers and consultants who provide expertise in the delivery of specialized services on an as-needed basis. Gairdner's mandate, governance, operations, and performance requirements are as determined by the Board of Directors. The Foundation has full independence from the Canadian Institutes of Health Research (CIHR) and other parties in its governance and operations, as well as the nomination and selection process for the scientists on whom it confers its awards.

In addition to encouraging and rewarding individuals who have made contributions in the conquest of disease and the relief of human suffering, the Foundation presents the Canada Gairdner Awards to focus public, professional and scientific attention on significant issues and opportunities in the field of health sciences. It is also intended that the Awards foster improved communication of ideas among scientists, students and the public.

The Foundation is governed by a 14 member Board of Directors which is comprised of individuals who bring their expertise from the academic, private and public sectors. Board members are nominated and appointed for a maximum term of 3 years, renewable 2 times. Directors are not compensated for their regular Board and Committee duties. The Board is responsible for overseeing the management of the organization, and through committees, conducts detailed examinations of issues and opportunities. The Directors provide strategic insight and leadership, as well as effective governance and work diligently to maintain and extend the capacity for the Foundation to achieve its purpose and goals. The Board has established a number of committees to help it discharge its duties, including Executive, Audit, Investment, Governance/Nominating and Fundraising Committee.



Investment Committee: oversees the investment and management of funds according to a Board-approved Investment Policy Statement that outlines guidelines, standards and procedures for the prudent investment and management of funds. Investment decisions are made with the principal objective being the preservation of the capital amount over the long-term.

Audit Committee: oversees the Gairdner Foundation's policies, processes and activities in the areas of accounting and internal controls, risk management, auditing and financial reporting.

The Investment Committee meets quarterly and the Audit Committee meets semi-annually and both report to the Board on the outcome of their deliberations.

Fundraising Committee: supports Gairdner staff in strategic fundraising initiatives.

Governance/Nominating Committee: identifies the skill set required for new Directors, manages the nomination of new candidates for the Board of Directors, and ensures effective oversight of the Foundation for approval by the Board.

The Fundraising and Governance/Nominating Committees meet as needed, at the call of the committee's chair and report to the Board of Directors on their deliberations.

AWARDS ADJUDICATION

The Board of Directors has appointed a President and Scientific Director, who has the responsibility for four adjudication panels that provide expertise on the nomination and selection of the annual Awards:

- **Medical Review Panel (MRP):** composed of a group of leading scientists from across Canada with specialties in various fields of medicine, who provide a "first screening" of the nominations for the Canada Gairdner International Awards, submitting their long and short list to the Medical Advisory Board.
- **Medical Advisory Board (MAB):** composed of eminent Canadian and International scientists. The MAB reviews the nominations submitted by the Medical Review Panel. After an in-depth study and lengthy discussion of each nominee, comparing their work with others in their respective field, secret ballots are cast and the annual awardees are chosen.
- **John Dirks Canada Gairdner Global Health Award Advisory Committee:** composed of international experts in the field of global health with a clear understanding of the basic, clinical, population and social science issues in developing countries.
- **Canada Gairdner Wightman Award Committee:** composed of highly experienced adjudicators from Canada and the international medical scientific community who are scientists/researchers in a significant leadership role and who are familiar with Canadian medical leadership.

IMPACT- GAIRDNER'S ACHIEVEMENTS TO DATE

- More than 385 Canada Gairdner Awards have been bestowed on 381 individuals from 35 countries
- 49 Canadians have received the Canada Gairdner International Award
- 92 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine or Physiology and Chemistry

IMPACT- GAIRDNER'S BENEFIT TO SOCIETY

Part of Gairdner's programming includes hosting receptions in the home cities of our laureates. These receptions allow Gairdner to share our mission with key stakeholders from around the world, while maintaining and building new relationships. We partnered with the High Commission of Canada in the UK in London and invited representation from the closest Embassies and Consulate Generals at all other locations.

These receptions and meetings serve as a prime way to talk about Canada's focus on biomedical research and open new doors to partnerships. In 2019, we had 7 receptions in 3 countries. Overall, there were more than 450 attendees and we held more than 20 meetings with local nominees, nominators, past laureates and community leaders.

The achievements of Gairdner Awardees have dramatically impacted global health and the scientific advancement around the world. A few examples include:

Dr. William G. Kaelin, Jr., Sir Peter J. Ratcliffe and Dr. Gregg L. Semenza (2019 Canada Gairdner International Award, 2019 Nobel Prize in Physiology or Medicine)

Their research identified how cells in the body monitor and respond to changes in oxygen levels. This paved the way to therapies that manipulate oxygen on a cellular level, for example, by improving the supply of oxygen in people with diseases of the heart and circulation, or cutting off the supply of oxygen that cancer needs to progress.

Dr. James P Allison (2014 Canada Gairdner International Award, 2018 Nobel Prize in Physiology or Medicine)

The development of an approach to cancer treatment which harnesses the body's immune system to attack cancer cells. The approach, called immune checkpoint theory completely changed the way cancer is treated and managed. Immune checkpoint theory opened a new field of cancer therapy and many patients are alive today because of the revolutionary idea.

Dr. Nubia Muñoz (2009 John Dirks Canada Gairdner Global Health Award)

In proving that the human papilloma virus (HPV) causes cervical cancer, her epidemiological studies led directly to the development of the HPV vaccine, preventing these infections and possibly eliminating cervical cancer in the future.

Dr. Cesar Victora (2017 John Dirks Canada Gairdner Global Health Award)

Dr. Victora's career has focused on the factors affecting maternal and child health in low- and middle income countries. He has concentrated in the three main areas of child health and nutrition, health program monitoring and evaluation, and health equity.

Dr. Satoshi Ōmura (2014 John Dirks Canada Gairdner Global Health Award, 2015 Nobel Prize in Physiology or Medicine)

Discovery of microorganism Ivermectin led directly to the development of ivermectin, a drug that successfully treats several human parasitic diseases such as river blindness, elephantiasis and is being explored for its effectiveness against other neglected tropical diseases.

Titia de Lange (2014 Canada Gairdner International Award)

Discovery of the shelterin protein complex solved a basic problem in biology, one that has profound implications for our understanding of effective cell proliferation, chromosome integrity and a diverse array of human disorders including cancer and aging.

Drs. Michael Rosbash, Michael W. Young, Jeffery C. Hall (2012 Canada Gairdner International Award, 2017 Nobel Prize in Physiology or Medicine)

Their discoveries concerning the biological clock responsible for circadian rhythms have ground-breaking applications for sleep and appetite disorders as well as organs such as the brain, liver lungs and skin.

SECTION II

2019 PERFORMANCE RESULTS & PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2019

Performance Goals for 2019

1. Increase the reach of the National and Student Outreach Program

Goal: In 2019, Gairdner will seek to bring more attendees into its lectures by hosting regional lectures and providing webcast lectures to remote and rural communities.

Results:

- In 2019 we visited 10 provinces through our outreach program, engaging students and faculty coast to coast.
- Attendance overall in 2019 was 5,650 compared to 6,799 in 2018.
- The decrease is due to a number of factors including namely the fact that last year the Laureates Lecture at UofT was included under the Faculty lecture. There were 500 people in attendance in 2018. This year we held the Laureates Lecture at MaRS so this number is not included in this section.
- Other factors that caused the decrease in numbers include competing events on the date scheduled (Election, open houses, recruitment events, etc.) We also had feedback that a few schools had to change the auditorium venues and weren't able to host as many people as previous years.

- Gairdner is reviewing the entire outreach program to determine the best approach for coordination in 2020. A strategic plan will be put in place to improve the program next year.
- Decreased number of universities hosting National Program lectures from 24 in 2018 to 21 in 2019 due to scheduling issues. These lectures will be scheduled in 2020.
- Consistent number of universities hosting Student Outreach lectures from 21 in 2018 to 21 in 2019.

The National Program provides universities with an opportunity to share ideas with some of the world's leading scientists. As the representatives of National Program partner institutions, faculty and graduate students have the opportunity to expand their networks to include leading researchers, and to learn first-hand from laureates, raising the caliber of scientific conversation in Canada.

2. Evaluate the National and Student Outreach Program

Goal: In 2019, Gairdner will engage in an evaluation of its National and Student Outreach programs to assess their effectiveness and to use best practices from some university partners to bolster other programs.

Results:

- Formalized reporting for universities hosting lectures; sent reporting requirements to partners in advance of their programming so they could accurately measure the metrics we require.
- Shortened the amount of time between the event and reporting by implementing a comprehensive online survey to get information sooner.
- A full strategic review is underway.

3. Provide additional public-specific programming and materials

Goal: Gairdner will build off its success in past years to provide enhanced programming for the public including webcasted lectures, public lectures and accessible content on social media.

Results:

- In 2019, Gairdner hosted 8 public lectures as part of our 2019 Canada Gairdner Public Lecture Series.
- Gairdner expanded our reach by hosting lectures in cities across Canada including Vancouver, Sudbury, Halifax and Hamilton.

4. Increase brand recognition through enhanced social media presence

Goal: Gairdner will continue to build its social following on Twitter, Facebook, Instagram and our digital newsletter. It will also continue our video partnership with Research2Reality to produce high quality, engaging content for followers.

Results:

- Gairdner's partnership with Research2Reality continues to flourish and we filmed 3 Gairdner laureates in 2019. Their videos will be launched in 2020.
- Gairdner saw an increase in our Facebook, Twitter and newly established Instagram account in 2019. We had 500 new followers on Twitter, 100 on Instagram and our page views on Facebook increased by 125% during our peak event time.
- Gairdner partnered with Samantha Yamine, a neuroscientist, science communicator and digital media producer to enhance our social media activity during events in September and October. Samantha helped us reach more than 3 million total views of #Gairdner2019.

5. Secure strategic partnerships that support Gairdner's programming and goals and raise its public profile

Goal: Gairdner will expand its partnerships to include additional scientific organizations in Canada to promote and execute Gairdner events. Gairdner will partner with The Canadian Student Health Research Forum, The Krembil Foundation, UHN and others to promote world-class science across Canada.

Results:

- Gairdner partnered with the Royal Canadian Institute, Science World British Columbia, Life Sciences BC, Sick Kids Research Institute, CAMH, Grand Challenges, Krembil Foundation, UHN, Science North, Canadian Student Health Research Forum, The Knowledge Society, The Discovery Centre and others to expand the reach of the Gairdner brand and increase our impact.

6. Continue to increase the number, quality and diversity of nominations

Goal: Gairdner will build on its momentum from 2018 and proactively seek nominations from around the globe to increase the diversity of our nominations. Gairdner will engage in strategic partnerships to encourage nominations, will promote the nominations process at all its international receptions and continue to engage in outreach to increase the volume of nominations it receives in 2019. With greater staff bandwidth, there will be more focus on increasing underrepresented groups within the nomination pool in the coming year.

Results:

- In 2019, Gairdner received 54 new nominations for the Canada Gairdner International Award, 12 new nominations for the John Dirks Canada Gairdner Global Health Award and 10 new nominations for the Canada Gairdner Wightman Award
- Of the new nominations, we received 15.5% females overall, 17% for the new International nominations, no new female Wightman nominations and 17% for new Global Health nominations. Overall the % of female nominations among active files is 16% for the International awards, 23% for Wightman and 24% for Global Health.
- Gairdner also received nominations from 14 different countries around the world.

7. Partner in a special symposium focusing on diversity in science

Goal: In an effort to promote science to under-represented groups, Gairdner will host a 'diversity in science' symposium to showcase the work of scientists from a variety of backgrounds. This symposium will be an annual event on varying diversity topics each year.

Results:

- On September 30, 2019 Gairdner held a Diversity in Science Symposium in partnership with L'Oreal-UNESCO. Speakers came from around the world and attendees engaged in roundtable discussions, panel events and a networking reception.
- Gairdner is developing the program for 2020 and is looking at Indigenous health issues as a topic idea.

DETAILED PERFORMANCE EVALUATION 2019 - OUTREACH EVENTS

2019 CANADA GAIRDNER SYMPOSIA**Canada Gairdner Symposium – NPY 2019****July 27-31, 2019****University of Alberta, Edmonton, Alberta****Attendance: 215**

An annual Research Symposium and meeting which featured sessions covering the roles of the NPY-PYY-PP group of peptides plays on stress, energy balance, psychiatric disorders, pain, brain development, metabolism and cancer, among others.

Distinguished Speakers: Dr. Scott Sternson, Howard Hughes Medical Institute, Janelia Farm; Dr. Michael Cowley, Monash University; Dr. Jens Brüning, Max-Planck Institute, Köln; Dr. Sebastien Bouret, University of Southern California; Dr. Lynn Dobrunz, University of Alabama, Birmingham; Prof. Tomas Hökfelt, Karolinska Institute

Canada Gairdner Symposium – RiboClub 20th Anniversary: Annual Meeting

September, 22-27, 2019

Sherbrooke, Québec

Attendance: 285 at Symposium and 325 at Public Lecture

An International Symposium featuring discussions on different topics related to the chemistry, structure and biology of RNA with an emphasis on upcoming and debatable biological questions. The symposium featured public lectures, a student outreach session and three full days of scientific sessions.

Distinguished Speakers: Joan Steitz, 2006 Canada Gairdner International Award Laureate, Yale University; Lynn Maquat, 2015 Canada Gairdner International Award Laureate, University of Rochester; Phillip Sharp, 1986 Canada Gairdner International Award, MIT; Victor Ambros, 2008 Canada Gairdner International Award Laureate, University of Massachusetts

Gairdner/L'Oréal-UNESCO Diversity and Excellence in Science Forum

September 30, 2019

Toronto, Ontario

Attendance: 100

The Gairdner Foundation partnered with L'Oréal-UNESCO to present a forum on Diversity and Excellence in Science. The forum featured interactive breakout sessions with attendees discussing underrepresentation of diverse groups in scientific communities and workplaces. There was also a panel discussion, an afternoon of STEM-talks featuring L'Oréal-UNESCO Women in Science Fellows and a keynote presentation. The event was open to the public.

Featured Speakers: Professor Quarraisha Abdool Karim, University of KwaZulu-Natal, South Africa; Professor Barbara Sherwood Lollar, University of Toronto

Canada Gairdner Symposium – Child Health and Wellness: A Precision Health Approach

November 6, 2019

University of Calgary/Alberta Children's Hospital, Calgary, Alberta

Attendance: 250

Precision health aims to understand individuals and populations at a level that goes beyond a one-size-fits-all approach, using all available data – clinical, biological, environmental – in an integrated manner. This symposium featured discussions on this approach to healthcare and how precision health research is transforming how we understand, diagnose and treat immune-mediated disorders, cancers, and rare diseases in children.

Featured Speakers: Dr. Dan Kastner, National Human Genome Research Institute; Dr. Lawrence Steinman, Stanford University; Dr. Anne Griffiths, University of Toronto; Dr. Scott Patten, University of Calgary; Dr. Susan Samuel, University of Calgary; Dr. Stephen Freedman, Alberta Children's Hospital

International Symposium – 2019 Women Leaders in Global Health Conference

November 9-10, 2019

Kigali, Rwanda

Attendance: 1,053

The Gairdner Foundation partnered with the Women Leaders in Global Health Conference to convene speakers and participants from diverse sectors in global health. The two-day event included plenary sessions, panel discussions, interactive leadership and skill-building workshops, and opportunities for networking and mentoring.

Distinguished Speakers: Dr. Paul Farmer, Harvard University; Prof. Heidi Larson, London School of Hygiene and Tropical Medicine; Prof. Peter Piot, 2015 John Dirks Canada Gairdner Global Health Award Laureate, London School of Hygiene and Tropical Medicine; Dr. Roopa Dhatt, Executive Director, Women Leaders in Global Health; Prof. Agnes Binagwaho, University of Global Health Equity; Dr. Tim Evans, McGill University

Fuelling the Fight Against Antimicrobial Resistance: Global Innovations in Research and Discovery
November 14-15, 2019
McMaster University, Hamilton, Ontario
Attendance: 250

The Gairdner Foundation, Michael G. DeGroot Institute for Infectious Disease Research and The David Braley Centre for Antibiotic Discovery at McMaster University partnered to bring world leading scientists together to discuss the state of the international antimicrobial resistance (AMR) challenge and to showcase recent global advances in AMR research and discovery. The event featured a panel discussion and public lecture followed by a full day symposium.

Distinguished Speaker: Professor Dame Sally Davies, UK Special Envoy on Antimicrobial Resistance, former Chief Medical Officer for England; Man-Wah Tan, Senior Director & Principal Scientist of Infectious Diseases at Genentech, Inc.; Professor David Relman, Stanford University

2019 CANADA GAIRDNER PUBLIC LECTURE SERIES – PRESENTED BY TELUS HEALTH

Building on the continued success of public lectures in 2018, Gairdner developed a public lecture series in cities across the country in 2019.

Tools for Understanding and Repairing the Brain
March 21, 2019
Sudbury, Ontario
Attendance: 200

Featuring: Dr. Ed Boyden, 2018 Canada Gairdner International Award Laureate, Y. Eva Tan Professor in Neurotechnology, Professor, Departments of Biological Engineering and Brain and Cognitive Sciences, Media Lab and McGovern Institute, MIT.

A discussion of new tools and techniques being developed to help treat people who suffer from brain disorders as well as the use of optogenetics in activating or silencing parts of the brain.

Human Stem Cells and Gene Editing: The promise, the challenges and the ethical concerns
June 24, 2019
Halifax, Nova Scotia
Attendance: 100

Featuring: Dr. Janet Rossant, 2015 Canada Gairdner Wightman Award Laureate, President and Scientific Director of the Gairdner Foundation, SickKids Chief of Research Emeritus.

A public talk about the challenges, ethical concerns and potential of gene editing as well as the development of stem cell biology.

RiboClub Public Lecture featuring Dr. Adrian Krainer
September 23, 2019
Orford, Quebec
Attendance: 325

As part of the 2019 RiboClub Symposium that Gairdner sponsored, Dr. Adrian Krainer held a public lecture about 'RNA from discovery to treatment.'

Discovering the Secrets of Cancer
November 27, 2019
Vancouver, British Columbia
Attendance: 170

Featuring: Dr. Connie Eaves, 2019 Canada Gairdner Wightman Award Laureate, Distinguished Scientist, Terry Fox Laboratory, BC Cancer; Professor, Department of Medical Genetics, University of British Columbia, Vancouver, BC.

A lecture about the discovery and development of stem cells and discussion on new models in the advancement of stem cell biology, cancer research and treatment.

2019 – OTHER PUBLIC LECTURES PRESENTED BY GAIRDNER & PARTNERS

Royal Canadian Institute for Science Public Lecture – Our DNA: What's Next and How Far Should We Go?

March 5, 2019
Toronto, Ontario
Attendance: 100

The Gairdner Foundation partnered with the Royal Canadian Institute for Science (RCIScience), Ontario Genomics and TO Health! to present a public lecture featuring a conversation between Professor George Church of Harvard Medical School, Dr. Steven Scherer, Director of The Centre for Applied Genomics at The Hospital for Sick Children in Toronto and Dr. Reinhart Reithmeier, Professor of Biochemistry at the University of Toronto and Chair of RCIScience.

The conversation featured discussions of Prof. Church's work, including creating the first, direct genome sequence, helping initiate the human genome project, and more recently, copying the DNA of an extinct species into a living one. The group also discussed the ethical concerns, challenges and potential of CRISPR.

Brain Bites: Hunger, Hypothalamus and Mosquitos

July 26, 2019
University of Alberta, Edmonton, Alberta
Attendance: 215

Distinguished Speakers: Dr. Laura Duvall, Columbia University; Dr. Scott Sternson, Howard Hughes Medical Institute, Janelia Farm

You and your DNA

November 6, 2019
Calgary, Alberta
Attendance: 98

Featuring: Dr. Francois Bernier presents on how a little saliva can help you unravel the mystery of your past and your future.

How did we get here?

Public Lecture as part of McMaster Symposium
November 14, 2019
Hamilton, Ontario
Attendance: 150 in-person and 150 on webcast

Distinguished Speakers:

Maryn McKenna, Journalist and Author of Beating Back the Devil, Superbug and Plucked (Big Chicken) What happens when antibiotics stop working?

Professor Stephanie Strathdee, University of California San Diego and Author of The Prefect Predator How I saved my husband's life – with sewage

2019 CANADA GAIRDNER OUTREACH LECTURE PROGRAMS- National & Student Outreach

September-November, 2019

Cross Canada Attendance: Total 5,650 attendees and 1 school not yet reported

The Foundation carried out its National and Student Outreach Programs at universities across Canada. Speakers: 2019 Canada Gairdner Laureates, Dr. Rodolphe Barrangou, Dr. Lynne Maquat, Dr. Anne Claude Gingras and Dr. Rulan Parekh.

2019 Canada Gairdner National Program Attendance (20 schools to date)		2019 Canada Gairdner Student Outreach Program Attendance (20 schools to date)	
University	Attendance	University	Attendance
University of Manitoba	100	University of Winnipeg	100
University of New Brunswick	250	University of New Brunswick	140
McGill University	70	McGill University	115
University of Alberta	200	University of Alberta	150
Western University	140	Western University	60
University of British Columbia	350	University of British Columbia	130
Université de Montréal	70	University of Saskatchewan	158
Université Laval	180	Université de Montréal	70
University of Saskatchewan	40	Université Laval	60
University of Calgary	275	University of Waterloo	240
McMaster University	200	University of Calgary	90
University of Ottawa	150	Carleton University	250
York University	100	York University	264
University of Lethbridge	120	University of Lethbridge	100
Memorial University	Upcoming	University of Toronto	245
Lakehead University	30	Memorial University	Upcoming
Queen's University	60	Lakehead University	180
Laurentian University	18	Queen's University	200
University of PEI	25	Laurentian University	224
Dalhousie University	62	University of PEI	80
Concordia University	54	Dalhousie University	300
Total	2,494	Total	3,156

Notes:

1. Memorial University will hold their program on December 10, 2019
2. Laurentian University hosted an additional lecture with 90 Indigenous students from North Shore Tribal Council

Program Spotlight:

UNIVERSITY OF OTTAWA AND CARLETON UNIVERSITY: In 2019, University of Ottawa and Carleton partnered to host the outreach program. Dr. Vikram Patel's visit started with a dinner hosted by the Mental Health Commission of Canada, where he met with Louise Bradley, the President and CEO. The next day he gave the student lecture on the importance of mental health to 250 high-school students from six regional schools. The feedback from the students was overwhelmingly positive. They found Dr. Patel's lecture inspiring and expressed an increased interest in pursuing a career in science. After the student lecture, Dr. Patel attended lunch with the research leaders from the University of Ottawa and The Ottawa Hospital Research Institute. After lunch, Dr. Patel gave the national lecture on transforming global mental health to about 150 attendees at the University of Ottawa. The lecture was very well received and followed by a networking reception for both faculty members and graduate students.

UNIVERSITY OF ALBERTA: University of Alberta hosted another successful and impactful outreach program in 2019, allowing for plenty of networking opportunities for the laureates and securing high attendance at the lectures. On Monday, October 21, both laureates gave their lectures to 150 high-school students, expanding on their careers and explaining the type of work they are doing. The lectures sparked students' interest and encouraged them to consider a career in health sciences. During the informal lunch, students engaged with the laureates individually. Between the lectures, the laureates had an opportunity to tour the campus and meet with the distinguished professors in the department of biochemistry. About 200 faculty members attended the national lecture, and many stayed for the informal reception and engaged with the speakers. The laureates visit ended with an invite-only cocktails and dinner event with the scientific leaders of the university.

GAIRDNER WEEK EVENTS (October 23-24, based in Toronto)

2019 Canada Gairdner Global Health Symposium: Community-based mental health interventions: From global to local

October 23, 2019, Toronto, Ontario

Attendance: 200 in person and 30 on webcast

The Gairdner Foundation in collaboration with SickKids Centre for Global Child Health, CAMH and Grand Challenges Canada presented a day-long symposium on mental health priorities centered around the work of Dr. Vikram Patel

Distinguished Speakers: Dr. Vikram Patel
2019 John Dirks Canada Gairdner Global Health Award Winner

Speakers and Panelists: Vicky Stergiopoulos, Vandana Gopikumar, Takeesha White, Abhijit Nadkarni, Peter Szatmari, Renee Linklater and Daisy Singla

2019 Canada Gairdner International symposium: DNA Replication, Cell Cycle Dynamics and Genome Stability: From Model organisms to cancer and aging

October 23, 2019, Toronto, Ontario

Attendance: 100 in person and 174 on webcast

A symposium featuring world-class research related to the work of the 2019 Canada Gairdner Award laureates, Dr. Bruce Stillman and Dr. John Diffley.

Featured Speakers: Drs. Johannes Walter, Agata Smogorzewska, Dana Branzei, Grant Brown, Lorraine Symington and Angelika Amon.

Canada Gairdner Laureates Lecture

October 24, 2019, Toronto, Ontario

Attendance: 350

Webcast attendance: 286

A daylong symposium featuring the 2019 Canada Gairdner Award laureates. Hosted at MaRS.

Distinguished Speakers:
2019 Canada Gairdner International Award Laureates: Drs. John Diffley, Bruce Stillman, Timothy Springer, Ronald Vale and Susan Horwitz
2019 John Dirks Canada Gairdner Global Health Award Laureates: Dr. Vikram Patel
2019 Canada Gairdner Wightman Award Laureate: Dr. Connie Eaves

Canada Gairdner Awards Gala

October 24, 2019, Toronto, Ontario

Attendance: 500

An evening celebration of the 2019 Canada Gairdner Awardees. Attendees represented leadership from government, health care and corporate Canada. In 2019, Gairdner increased the number of students in attendance to 60 in pursuit of its goal of inspiring the next generation of leaders, thinkers and innovators.

DETAILED PERFORMANCE EVALUATION 2019- Increased profile of the Canada Gairdner Awards

Online Presence

Website

Statistics drawn on October 27, 2019 (Period of measurement: Oct 30, 2018 - October 27, 2019)
39 K users, 50 K sessions, 105 K page views

87% of users are new viewers

Top Countries by session

Canada	49%
USA	20%
China	3.5%
India	3.3%
UK	3.1%

102 countries with 10 or more sessions, 171 countries reached total.

Most visited pages

13.5 K views of Current Winners
6.7 K views of International Awards information
6.3 K views of Upcoming Events

Social Media

Facebook: Page views increased by 125% during our peak time, Gairdner Week in October. Over 11.5 K viewed our event postings for 3 events, and 3.1 K each viewed our French and English posts regarding the Quebec Symposium Proposal Call. Overall reach was above 17K for the year.

Twitter: We've seen an increase in followers and mentions and continue to use Twitter to engage with our stakeholders, sponsors and media, with over 625 K impressions in the past year and over 500 new followers.

Instagram: In one month, we have established over 110 followers, and continue to grow this as a new, dynamic pathway for outreach.

Newsletter

Major announcements sent out via our newsletter and nomination lists were well received, with open rates between 40-65 %. 84 organic signups from the Gairdner website were gained, with additional new contacts from event sign-up forms.

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2020

The Canada Gairdner Awards have a long, successful record of accomplishment and Gairdner's National and Student Outreach programs are mature and stable. In 2020 and beyond, Gairdner will focus on increasing the reach of our programs and bringing extraordinary science to new demographics including the general public and groups that are underrepresented in the scientific arena including but not limited to women and members of the indigenous community. In addition, Gairdner will continue to work with its university partners to evaluate our lecture programs and use the feedback to improve our offerings to ensure they are relevant, focused and meaningful.

Performance Goals for 2020

- 1. Increase the reach and caliber of the National and Student Outreach Program**
In 2020, Gairdner will seek to bring more attendees into its lectures by hosting regional lectures and providing webcast lectures to remote and rural communities (Northern Ontario, Québec, Alberta, Saskatchewan and British Columbia). We also aim to increase the caliber of the events at each university so that our laureates experience a well organized and coordinated visit to Canada.
- 2. Provide additional public-specific programming and materials**
Gairdner will build off its success in past years to provide enhanced programming for the public including webcasted lectures, public lectures and accessible content on social media.
- 3. Increase brand recognition through new Strategic Plan**
Gairdner will develop a Strategic Plan to help increase awareness of the Gairdner Foundation and set priorities for programming, stakeholder outreach and fundraising.
- 4. Secure strategic partnerships that support Gairdner's programming and goals and raise its public profile**
Gairdner will expand its partnerships to include additional organizations, outside of the health science field to increase our brand recognition and impact.
- 5. Continue to increase the number, quality and diversity of nominations**
Gairdner will build on its momentum from the last few years and proactively seek nominations from around the globe to increase the diversity of our nominations. Gairdner will engage in strategic partnerships to encourage nominations, will promote the nominations process at all its international receptions and continue to engage in outreach to increase the volume of nominations it receives in 2020.
- 6. Host international symposia to promote Gairdner abroad on annual basis**
In 2019, In fulfillment of our goal of increasing international partnerships and activities as part of our most recent federal grant, we have contributed at a Silver Sponsor level to the Women Leaders in Global Health Conference taking place in Kigali, Rwanda on November 9-10, 2019. This sponsorship includes a role in shaping two sessions focused on the recognition and promotion of women, social media promotion and a physical presence at the Conference. Gairdner representatives have attended past meetings in the UK and USA, and will use this opportunity to make new contacts among Global South leaders, who have been particularly encouraged and selected as participants for this meeting. Gairdner plans to continue this outreach in future years at varying symposia.

LONGER TERM PRIORITIES FOR 2020 AND BEYOND

1. Build the Gairdner brand by increasing online presence and engaging a broader audience through a new Strategic Plan.
2. Host international symposia to promote Gairdner abroad.
3. Generate a sustainable funding model for the Foundation that includes an increased emphasis on fundraising, and new initiatives directed at government, institutions and individuals.
4. Increase the diversity of our Board of Directors, adjudication committees and staff.
5. Expand Gairdner programming to all Canadian provinces and territories through live and webcasted events.

SECTION III

FINANCIAL SUMMARY

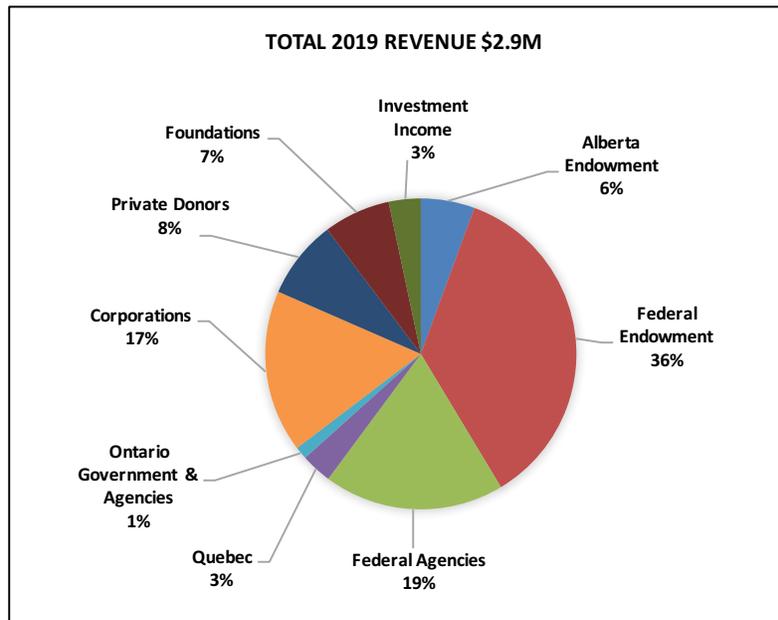
The Gairdner Foundation maintains proper financial controls and sound management practices to ensure the best use of its public and private funds.

The 'Funding Agreement' executed on March 23, 2008 between CIHR and the Gairdner Foundation outlines the terms of the grant of \$20M received in 2008. The proceeds have been used to establish an endowment in order to support and enhance the Awards. This grant has been capitalized for the term of the agreement, and only income from the Fund, including interest, dividends and realized capital gains may be utilized until the funding agreement terminates in 2028. The Foundation is able to draw upon the capital to a maximum of \$2 million over the term of the Agreement, provided it uses best efforts to restore any capital withdrawn. The agreement also defines obligations for the term of the agreement, ending March 31, 2028.

A grant of \$2 million was received from the Alberta government in 2008, for the purpose of expanding the Gairdner program in Alberta. This grant is also to be capitalized during the term of the agreement, and only the income from the Fund, including interest, dividends and realized capital gains may be used. This grant has an indeterminate term; however, the Agreement is to be reviewed at least every 5 years. The Foundation is able to draw upon the capital to a maximum of \$250,000 over the term of the Agreement, provided it uses best efforts to restore any capital withdrawn. Commitments made by the Foundation for the support of the Alberta Gairdner Outreach Program must not exceed the "Available Earnings", and earnings from this fund are to be used to support the Alberta Gairdner Outreach Program.

These funds have been invested together with the original family endowment under the guidance of the Investment Committee, and in accordance with the terms of these agreements and prudent governance. The primary objectives of the investment policy are to preserve the capital, to generate sufficient income to pay for the administrative and award costs and to provide inflation protection to the fund.

Every year the Gairdner Foundation seeks sponsors from both the public and private sector to support our annual programs. In 2019, estimated revenue of approximately \$2.9 million was allocated as follows:



Planned Receipts and Disbursements for 2020

The approved budget for 2020 calls for revenue of \$2.9 million and operating expenditures of \$2.9m million, resulting in a breakeven budget. Budget expenditures include \$0.7 million for Awards, \$0.9 million for program costs, \$1.1 million for administrative and marketing costs and \$0.25 million for adjudication costs. Revenue includes the Federal grant of \$1.2 million over 3 years. Funds from this grant are allocated to enhancing our Canadian outreach activities, promoting Canadian science at home and abroad and placing Canada on the International stage.

We expect total investment income of approximately \$0.6 million in 2020. Investment income is allocated proportionately to the Federal, Alberta and Foundation's funds.

The following table provides the budgeted revenues and expenditures for the fiscal year 2020. This budget was presented and approved by the Board of Directors at its November 20, 2019 meeting.

THE GAIRDNER FOUNDATION BUDGET 2020

In \$000's

REVENUES

Sponsorships	305	322	350	28	9%
Table Sales	490	450	450	-	0%
Donations	243	218	207	(11)	-5%
Government grant - Ontario	275	-	-	-	0%
Government grant - CIHR 5&3yr grant	489	519	470	(49)	-9%
Government grant - Quebec	63	93	70	(23)	-25%
Federal fund - cost recovery	910	1,037	1,047	10	1%
Alberta fund - cost recovery	162	162	180	18	11%
Portfolio Revenue (net of fees) - Gairdner share	114	96	96	-	0%
Realized Gains/(Loss) - Gairdner share	378	-	-	-	0%
Unrealized Gains/(Loss) - Gairdner share	(808)	-	-	-	0%
TOTAL	2,622	2,897	2,870	(27)	-1%

EXPENDITURES

Board	43	56	43	(13)	-23%
Administration	918	899	905	6	1%
Events	854	867	853	(14)	-2%
Scientific Advisory Boards	162	192	188	(4)	-2%
Other Scientific Boards	58	61	61	-	0%
Awards	700	700	700	-	0%
Fundraising & Communications	178	167	120	(47)	-28%
TOTAL	2,914	2,942	2,870	(72)	-2%
NET SURPLUS	(292)	(45)	0	45	-100%

SECTION IV

MANAGING RISKS AND CHALLENGES

Managing risk is the ongoing responsibility of management and the Board of Directors. It is the responsibility of management to ensure that an updated assessment of risk is raised and discussed annually by the Board. The Gairdner Foundation monitors risks and events that have the potential to undermine achievement of its strategic objectives and priorities and management has developed and implemented appropriate systems, policies and procedures to manage these risks. The Board and its committees are aware of risk management responsibilities and exercise appropriate governance practices with respect to policy approval and oversight.

Managing reputational risk: At the awards adjudication level, risk is managed and mitigated by a rigorous, two tier adjudication process/peer review with votes being cast by secure, secret ballot. The ongoing success in the selection process is largely due to a rigorous recruitment process for new committee members.

Managing financial risk: Gairdner's Investment Policy has been structured to maximize revenue and preserve capital over the long term. However, the Foundation still needs to raise substantial funding to support its programs and to stabilize its infrastructure and operations.

For 2020, we are projecting a conservative 3.0% return on investment. The 2020 return on investment is based on the strategic asset mix of 35/50/15. The Investment Policy amended in November 2019 calls for a long term Asset Mix target allocation of 35% Bonds/Fixed Income, 50% Equities and 15% Alternative Strategies.

SECTION V

PERFORMANCE MONITORING

Audit, Evaluation and Annual Reports

As a not-for-profit charitable organization, the Gairdner selects external auditors to undertake an annual audit of its financial statements. The external auditors for 2019 are Ernst & Young. The audit is undertaken on an annual basis, in accordance with generally accepted Canadian accounting principles. The objective is to express an opinion on whether the Gairdner Foundation's financial statements present fairly, the financial position, results of operations, and cash flows of the corporation. Upon completion of the audit, the financial statements and a summary of audit findings are presented to the Audit Committee and the Board of Directors for approval.

Within 150 days of the end of each fiscal year, an Annual Report is produced. This report includes audited financial statements, an overview of activities undertaken by Gairdner for the previous fiscal year, and a brief synopsis of projected activities for the upcoming fiscal year. As well, the annual report includes the results of any performance or evaluation audits undertaken during the year, disclosure of the range of remuneration of its senior managers and officers, and an overview of the significant expected results to be achieved in the upcoming financial year.

By November 30 every year, the Gairdner Foundation is required to prepare an Annual Summary Corporate Plan, outlining our objectives, outcomes, details of the Fund management, planned activities and anticipated results of those activities, annual forecasted cash flow requirements, proposed expenditures as well as an assessment of risks and risk mitigation strategies. These reports are posted on the Gairdner Foundation website.

Additional Audit Requirements

The Gairdner Foundation is required to establish systems to monitor performance and report on achievement of results. These include:

- Independent compliance audit to verify whether the Foundation is in compliance with the terms and conditions of the Funding Agreement
- Performance (value-for-money) audits as considered necessary to verify the representations of the Foundation as to its performance
- Independent Evaluation according to a framework and time to be approved by the Board but no less frequently than once every five years, in order to measure the Foundation's overall performance in achieving the outcomes as set out in the Funding Agreement

The Funding Agreement was reviewed in 2018 to assess whether its objectives were being met and whether the Canada Gairdner International Awards remain competitive internationally. The Foundation successfully met all of the requirements for the March 31, 2018 review.

The Funding Agreement will be renegotiated and renewed as soon as possible after April 1, 2026.

We are compliant with the mandatory Independent Performance Evaluation and Independent Compliance audits required under the Agreement. The Gairdner Awards were consistently viewed by key stakeholders as being a "Canadian success story". The 2017 evaluation found that the Outcomes and Principles in the Foundations funding agreement with the federal government are being achieved.

The next Independent Performance Evaluation will take place during fiscal 2022.