



CORPORATE PLAN 2018

November 2017

**The Gairdner Foundation
Corporate Plan 2018**

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SECTION I

ABOUT THE GAIRDNER FOUNDATION

The Gairdner Foundation was established in 1957 by Toronto stockbroker, James Gairdner to award annual prizes to scientists whose discoveries have had a major impact on scientific progress and on human health. Since 1959 when the first awards were granted, 373 scientists have received a Canada Gairdner Award and 87 to date have gone on to receive the Nobel Prize.

The Canada Gairdner Awards are a national asset. They are Canada's only globally known international scientific prize. Gairdner is the only national organization that consistently brings the world's best biomedical researchers to Canada fostering a culture of innovation and providing opportunities for new insights, shared projects and collaborations. The Canada Gairdner alumni network is among the strongest in the realm of 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 students. The National & Student Outreach programs bring current and past laureates to Canada to universities to speak to more than 7500 faculty, trainees and postgraduate students about their work.

Across the country, Gairdner brings together high school students to hear laureates speak about their career inspirations, challenges and experiences and promote STEMM as an exciting potential career path. Many laureates 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 seeks to make research accessible and easy to understand so that all Canadians are aware of its importance in the world.

Gairdner's outreach mission extends beyond Canadian borders to showcase the country on the international stage. In partnership with other organizations, 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 leverages its awardees' expansive networks to help Canada build relationships with senior scientists around the world to promote Canadian research and innovation.

The Gairdner Foundation 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 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.

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 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 basic research and in so doing 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 health 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.

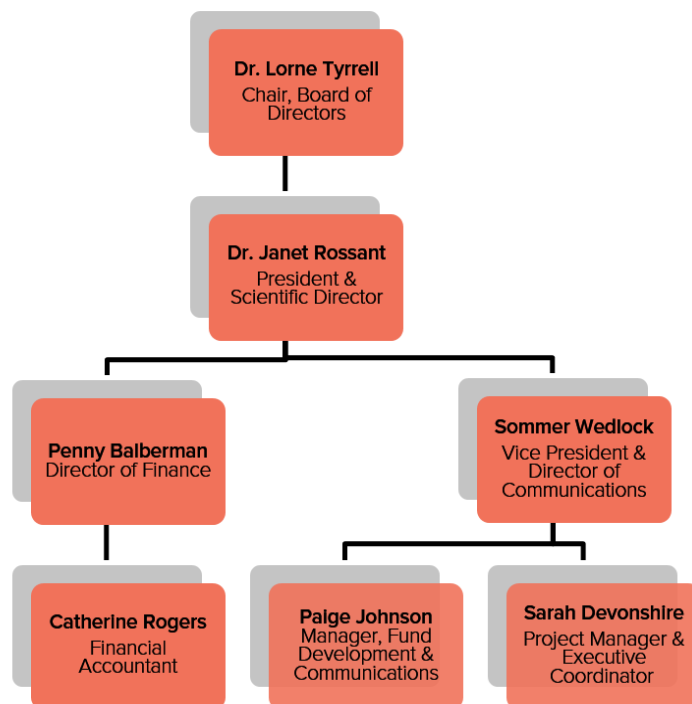
Operating Principles

1. Inspire Canadians to perform at world-class levels of scientific excellence.
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 5.5 full-time employees 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 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 achievements 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 17 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 3 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 principle 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.

Both the Investment and Audit Committees meet quarterly and report to the Board on the outcome of their deliberations.

Fundraising Committee: supports Gairdner staff in strategic fundraising initiatives.

Governance/Nominating Committee: manages the nomination of new candidates for the Board of Directors and ensures the use of proper governance procedures.

The Fundraising and Governance/Nominating Committee 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

- 373 Canada Gairdner Awards have been bestowed on 366 individuals from 30 countries
- 48 Canadians have received the Canada Gairdner International Award
- 87 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine or Physiology and Chemistry
- In the last 10 years, 15 of 25 Nobel prizes in Physiology or Medicine or Chemistry have been awarded to Gairdner Laureates, including one in 2016 and three in 2017

IMPACT- GAIRDNER'S BENEFIT TO SOCIETY

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

Jennifer Doudna, Emmanuelle Charpentier & Feng Zhang (2016 Canada Gairdner International Award)

The development of CRISPR-CAS as a genome editing tool for eukaryotic cells a technology that is transforming the fields of molecular genetics, genomics, agriculture and environmental biology.

Peter Piot (2015 John Dirks Canada Gairdner Global Health Award)

The co-discovery of the Ebola virus, its modes of transmission, groundbreaking work on HIV/AIDS in Africa which revealed a major heterosexual HIV epidemic including the first studies showing the effectiveness of HIV prevention in high risk populations.

Yoshinori Ohsumi (2015 Canada Gairdner International Award, 2016 Nobel Prize in Physiology or Medicine)

The molecular elucidation of autophagy, an essential intracellular, degradation system which when disordered, is linked to many diseases including neurodegeneration, cancer, and infection.

Marc Feldmann and Ravinder Maini (2014 Canada Gairdner International Award)

Discovery of anti-TNF therapy which has provided new and effective treatment for millions of patients suffering from resistant rheumatoid arthritis and other inflammatory diseases helping reduce their pain and disability while immensely improving their quality of life.

Harold Dvorak and Napoleone Ferrara (2014 Canada Gairdner International Award)

Discovery of Vascular Endothelial Growth Factor (VEGF) which led to the development of effective therapy that helps slow vision loss for patients with wet age-related macular degeneration (AMD) who, before this discovery, were faced with very limited treatment options.

Harald zur Hausen (2008 Canada Gairdner International Award)

The discovery of the HPV vaccine against cervical cancer has grown directly from the discoveries of 2008 Gairdner awardee.

Dennis Slamon (2007 Canada Gairdner International Award)

The development of Herceptin, the most effective therapy for Her2-positive breast cancer, which affects about 20-25% of all breast cancer patients.

Linda B. Buck and Richard Axel (2003 Canada Gairdner International Award, 2004 Nobel Prize in Physiology or Medicine)

The discovery of the olfactory receptors and the clarification of how these receptors transfer olfactory signals to the brain resulting in a better understanding of the mechanisms underlying smell, taste and pheromone sensing in mammals.

SECTION II

2017 PERFORMANCE RESULTS & PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2017

1. Enhance participation in National Program

Goal: Maintain our partnerships with universities, expand programming at universities and formalize the non-lecture components of laureate visits.

Results:

- Increased number of universities hosting National Program lectures from 19 in 2016 to 23 in 2017
- Instituted mandatory reporting for universities on National Program lectures and additional non-formal activities so they can be tracked by Gairdner
- Emphasis on formalizing non-lecture activities with new university partners

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. Through the development of these key partnerships and collaborations, we help to create a sense of community in diverse research institutions and promote the importance of scientific excellence.

2. Build on success of past Student Outreach events

Goal: Gather feedback on events, use results to improve programming; increase use of social media to enhance student engagement; increase the number of partner universities hosting Student Outreach programs.

Results:

- 21 lectures were held across Canada
 - 4 in Atlantic Canada
 - 8 in Ontario
 - 3 in Quebec
 - 6 in Western provinces
- 2,940 students engaged
- 111 high schools

Note: Four universities will host their 2017 programming in 2018 (see chart under “Detailed Performance Evaluation 2017- Outreach Events”. Current results include the number of universities scheduled to host programs but not the number of participants or the high schools they represent. Those numbers will be reported in the spring of 2018.

The Student Outreach Program provides a unique opportunity for high school students to interact with leading scientists from around the world to hear about their discoveries and how they became interested in research. The lectures are aimed at students who are about to enter university, with the goal of encouraging them to consider a career in the health sciences.

3. Enhance international profile of the Canada Gairdner Awards

Goal: Raise brand profile through international events and enhanced communications materials to promote laureates, and engage in Gairdner’s first public lecture series.

Results:

- Gairdner communications materials continue to improve and a suite of new materials has been released
- Gairdner piloted its first-ever public lecture series at three sites in the fall of 2017
- In 2017, Gairdner hosted receptions in Houston, San Francisco, Siena, Tokyo, Rio de Janeiro, Ottawa and Toronto. These receptions allow Gairdner to share our mission with key stakeholders from around the world, while maintaining and building new relationships. Gairdner partnered with the Canadian Embassies in Tokyo and Rio de Janeiro and invited representation from the closest Embassies at all other locations.
- The Consortium of Universities for Global Health (CUGH) is an organization consisting of over 110 American and Canadian Universities. Gairdner has developed a partnership with CUGH to showcase our John Dirks Canada Gairdner Global Health Award laureate each year as a plenary speaker. In 2017, Dr. Cesar Victora delivered an engaging lecture to an audience of more than 1,000 conference attendees.

By hosting events with Gairdner, Canada’s international representatives are able to attract leading scientists and institute leaders in each country to our embassies to familiarize them with Canadian research initiatives and the Canada Gairdner Awards.

4. Continue to increase the number and quality of nominations

Goal: Proactively seek new nominations for the three types of Canada Gairdner Awards, develop a new online portal for a more streamlined adjudication process.

Results:

- Nominations have increased by 31% across our three awards
 - 31 % increase in the nominations for the Canada Gairdner International Award
 - 19% increase in the number of nominations for the Canada Gairdner Wightman Award
 - 48% increase in the number of nominations for the John Dirks Canada Gairdner Global Health Award
- New online adjudication process is being piloted for the selection of the 2018 laureates

5. Partner in two special symposia in various parts of Canada each year

Goal: Establish partnerships to execute special symposia in 2017.

Results:

- Three special symposia were hosted in Calgary, Edmonton and Toronto (see detailed event listing)
- An additional symposium in Québec is planned for the spring of 2018

6. Engage a broader audience through enhanced public lecture series

Goal: Provide increased public programming through public lectures

Results:

- Four public lectures were hosted (see detailed event listing)
 - Three were hosted as part of the 2017 Canada Gairdner lecture series in Montreal and Toronto
 - One was hosted in conjunction with the Edmonton symposium

DETAILED PERFORMANCE EVALUATION 2017- Outreach Events:

Canada Gairdner Symposium– “Molecular Mechanisms of Neurodegeneration and Neuroinflammation”

October 12-13, 2017
Attendance: 178

Hosted by the University of Alberta in partnership with Alberta Innovates, Alberta Prion Institute and the Alzheimer Society, the symposium covered RNA-dependent mechanisms of neurodegeneration and protein trafficking, misfolded proteins, proteostatic mechanisms autophagy, and mechanisms in an array of neuroinflammatory disorders.

Speakers: Arthur Horwich (Yale University), Richard Morimoto (Northwestern University), David Rubinsztein (Cambridge University), David Westaway and Jack Jhamandas (University of Alberta), Paul Taylor (St. Jude's Research Hospital), Phillip Barker and Lynn Raymond (University of British Columbia), Jean-Pierre Julien (Université Laval), Hilmar Bading (Heidelberg), Stuart Lipton (The Scripps Institute), Jeffrey Rothstein (Johns Hopkins), Lorraine Kalia (University of Toronto), Bruce Trapp (Cleveland Clinic), Alexandre Pratt (University of Montreal), and V. Wee Yong (University of Calgary).

Public Lecture- “Hope and Innovation: changing the future for patients with brain disease”

October 11, 2017
Attendance: 260

In partnership with University Hospital Foundation and the University of Alberta Faculty of Medicine and Dentistry, the public lecture engaged Albertans in a discussion on neuroscience and the future of brain disease research.

Speakers: Jack Jhamandas (University of Alberta), Richard Morimoto (Northwestern University) and Roger Marple (Alzheimer Society Hope Advocate).

Public Lecture- Ne Laissez Pas S'éteindre Votre Cerveau!

October 19, 2017
Attendance: 350

Dr. Antoine Hakim, 2017 Canada Gairdner Wightman laureate, is a neurologist who has spent his entire career as a researcher demonstrating the importance of maintaining his cognitive vitality. The lecture, which was held at the Université de Québec discussed issues such as are hypertension, obesity, hypercholesterolemia, physical activity, social isolation or depression threatening our brain.

2017 Canada Gairdner Global Health Symposium

October 25, 2017
Attendance: 250

In partnership with the SickKids Centre for Global Child Health and Dalla Lana School of Public Health, Gairdner presented the 2017 Gairdner Global Health Symposium featuring global nutrition and development experts with keynote speaker Dr. Cesar Victora, 2017 John Dirks Canada Gairdner Global Health Award Laureate; Emeritus Professor, Federal University of Pelotas, Pelotas, Brazil.

A networking lunch took place followed by an afternoon session at the Faculty Club, University of Toronto where Dr. Victora gave a second keynote address 'Think Locally, Act Globally: How research carried out in Pelotas, Brazil contributed to equitable global policies.' A panel discussion and Q&A followed with local global health policy, child health epidemiology and community nutrition experts.

Women in Science Reception

October 25, 2017
Attendance: 50

Dr. Huda Zoghbi, 2017 Canada Gairdner International laureate met with 50 guests at Croft House, University of Toronto on October 25. During this interactive session, Dr. Zoghbi shared her career path and answered questions from the audience. Through this conversation, Dr. Zoghbi provided information and tips on how to start a career, address challenges, and thrive as a woman scientist. As an advocate for women in science, she showcased the impact that women have on the scientific community worldwide.

CRISPR Unplugged: The Editing Business

October 25, 2017
Attendance: 80

Gairdner and MaRS held this unique conversation about the collision of science and business with leading CRISPR expert 2016 Canada Gairdner International Award Laureate, Dr. Rodolphe Barrangou who discussed the past, present and future of CRISPR technology and how he used his entrepreneurial talents to build and empower businesses during the CRISPR Craze.

Toronto-Wide Medical Grand Rounds

October 25, 2017
Attendance: 125

Dr. Antoine Hakim, 2017 Canada Gairdner Wightman Award Laureate presented at Grand Rounds in-person at Toronto General Hospital a presentation entitled "A New Era: Stroke is more Treatable, Dementia is more Preventable". This discussion was simultaneously broadcast by interactive videoconference with 11 other teaching hospitals in Toronto.

Canada Gairdner Symposium - University of Calgary: "Precision Medicine in Chronic Inflammatory Diseases"

November 9-10, 2017
Attendance: 420

This two day symposium was composed of world-renowned academic and industrial experts in precision medicine and microbiome research. The focus was on precision medicine and the role of the microbiome in host immune cell development and function during health and disease including during infections, inflammation, and chronic disease. Integrated within this symposium, were presentations and a panel discussion from microbiome industry representatives.

The symposium included world-renowned academic experts in precision medicine and microbiome research, including Dr. Lee Hood (Institute for Systems Biology, Seattle), Dr. Martin Blaser (NYU School of

Medicine), Dr. Kevin Maloy (Oxford), Dr. Paul Kubes (University of Calgary), Dr. Gwen Randolph (Washington University in St. Louis) and Dr. Henrique Veiga-Fernandes (Champalimaud Research, Portugal), as distinguished speakers. After the presentations, the official opening of the Western Canadian Microbiome Centre (WCMC) took place in the HRIC atrium followed by a public lecture by Dr. Kathy McCoy, director of the germ free facility in the WCMC: "The Power of the Human Microbiome".

Public Lecture - "The Biology of Memory and Age Related Memory Loss"

November 19, 2017
Attendance: 400

Held at the Toronto Reference Library, Canada Gairdner Award and Nobel Prize laureate, Dr. Eric Kandel discussed two perspectives on our understanding of the neural systems and molecular mechanisms that contribute to learning and long-term memory.

- How different memory systems were identified in the human brain and how they were shown to be involved in two major forms of neural memory storage: 1) simple memory for perceptual and motor skills and 2) complex memory for facts and events.
- The studies that demonstrated that long-term memory is reflected in the growth of new synaptic connections.

Gairdner/York University Neuroscience Symposium—"Neural Plasticity: Synapses to circuits"

November 20, 2017
Attendance: 215

The symposium held at York University had a full day program including poster session. Speakers included Alcino Silva (University of California, LA), Carla Shatz (Stanford University), Graham Collingridge (University of Toronto), Gyorgy Buzsaki (New York University), Kay Taye (MIT), Pascal Fries (Ernst Strungmann Institute, Germany), and Sylvain Williams, McGill University). A dinner followed with Dr. Catherine Zahn, President & CEO of CAMH as speaker.

Public Lecture - "From Peppermints to Pit Vipers"

December 4, 2017
Attendance: 300 (projected)

A public lecture with 2017 Canada Gairdner International Award laureate Dr. David Julius will be held in partnership with the Ontario Science Centre.

The lecture will discuss how our senses enable us to interpret and experience the world in which we live. Sensory systems are fine-tuned by evolution to detect signals that are most relevant to an animal's lifestyle and environment. Dr. Julius will explain how spices and snakes help us understand this important sensory process while generating new ideas for basic research and drug development.

2017 Canada Gairdner Outreach Lecture Programs- National & Student Outreach

September-November, 2017
Attendance: 6,500

The Foundation carried out its National and Student Outreach Programs at universities across Canada.

Speakers: 2017 Canada Gairdner awardees, Lynne Maquat (2015), Frank Plummer (2016), Rodolphe Barrangou (2016), Janet Rossant (2015), and Jack Szostak (Nobel 2009).

2017 Canada Gairdner National Program Attendance (19 schools to date)		2017 Canada Gairdner Student Outreach Program Attendance (17 schools to date)	
University	Attendance	University	Attendance
University of Manitoba	200	University of Winnipeg	120
University of New Brunswick	300	University of New Brunswick	30
McGill University	120	McGill University	80
University of Alberta	275	University of Alberta	175
Western University	250	Western University	80
University of British Columbia	400	University of British Columbia	205
University of Saskatchewan	40	University of Saskatchewan	200
Université de Montréal	80	Université de Montréal	80
Université Laval	200	Université de Sherbrooke	90
University of Guelph	120	University of Waterloo	145
University of Waterloo	155	University of Calgary	309
University of Calgary	220	Carleton University	353
McMaster University	120	York University	300
University of Ottawa	220	University of Toronto	408
York University	125	University of Lethbridge	100
University of Lethbridge	50	Memorial University	115
Memorial University	85	Lakehead University	150
University of Toronto	500	Queen's University	Feb 2018
Lakehead University	100	Laurentian University	TBD
Queen's University	Feb 2018	University of PEI	TBD
Laurentian University	TBD	Dalhousie University	TBD
University of PEI	TBD	Total	2,940
Dalhousie University	TBD		
Total	3,560		

Notes:

1. Queen's, Laurentian, Dalhousie and University of PEI will execute their 2017 programming in 2018, which will contribute to increased attendance numbers.
2. Lakehead University's programming was held in the spring of 2017.

GAIRDNER WEEK EVENTS (based in Toronto)

Gairdner Welcome Dinner

Oct 25, 2017

Attendance: 50

An intimate dinner held for the laureates, their families, Board members and the Gairdner team.

Canada Gairdner Laureate Symposium

October 26, 2017

Attendance: 500

Full day symposium featuring the 2017 Canada Gairdner Award laureates. Hosted in partnership with the University of Toronto.

Canada Gairdner Research Symposium: New Frontiers in Targeted Therapies for Human Health

October 27, 2017

Attendance: 300

Symposium featuring world-class research related to the 2017 Canada Gairdner Award laureates.

Speakers: Michael LaFlamme (UHN), Helen Hobbs (University of Texas Southwestern), Hans Clevers (Hubrecht Institute), Adrian Krainer (Cold Spring Harbor Laboratory), Emma Allen-Vercoe (University of Guelph), Michael Sadelain (Memorial Sloan Kettering Cancer Center)

The Canada Gairdner Laureate and Research Symposia were live webcast. Over the two-day period, the webcast had more than 1,000 viewers from around the world.

Canada Gairdner Awards Gala

October 26, 2017

Attendance: 540

An evening celebration of the 2017 Canada Gairdner Awardees. Attendees represented leadership from government, health care and corporate Canada. There were 30 students in attendance.

DETAILED PERFORMANCE EVALUATION 2017- Increased profile of the Canada Gairdner Awards

Online Presence

Website: The Gairdner Foundation launched its new website in March 2017 and we continue to make updates to ensure its ease of use. In particular, the events portion of the website was updated to help Gairdner promote its numerous events coast to coast. Since the website launched on March 28, Gairdner has experienced:

- 30 K users (6.4% increase)
- 41 K sessions (14.1% increase)
- Session duration up 8% (now over 2 minutes)
- 71% of sessions are new viewers

Newsletter: Between March and present Gairdner has sent 4 newsletters to our growing database. In 2017, our database has grown by 86% and has a very high open rate of 43.5% (well above industry standard). We've added the subscribe link to our website and are actively seeking sign-ups at our events.

Social media: Gairdner has increased its online presence and is now actively using Facebook to promote its activities. In October 2017, page views increased by 257%. On Twitter, Gairdner continues to see increases in followers and interactions.

Video: All of the Toronto events were webcast and videotaped. These are being edited and will be used on our website, shared with universities, students, faculty and awardees to help increase our exposure and promote future events.

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2018

The Canada Gairdner Awards have a long, successful record of accomplishment and Gairdner's National and Student Outreach programs are mature and stable. In 2018 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. 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 2018

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

In 2018, Gairdner will seek to bring more attendees into its lectures by hosting regional lectures and providing webcast lectures to remote and rural communities.

2. Evaluate our the National and Student Outreach Program

In 2018, 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.

3. Provide additional public-specific programming and materials

Gairdner will build off of its success in 2017 to provide enhanced programming for the public including webcasted lectures, public lectures and accessible content on social media.

4. Increase brand recognition through enhanced social media presence

Gairdner will continue to build its social following on Twitter and Facebook. It will also engage in a video partnership with Research2Reality that will produce high quality, engaging content for followers.

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

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 Ontario Science Centre, Coeurs des sciences and others to promote world-class science across Canada.

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

Gairdner will 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 2018.

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

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.

LONGER TERM PRIORITIES FOR 2019 AND BEYOND

1. Build the Gairdner brand by increasing online presence and engaging a broader audience
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. Streamline nomination and adjudication process

SECTION III

FINANCIAL SUMMARY

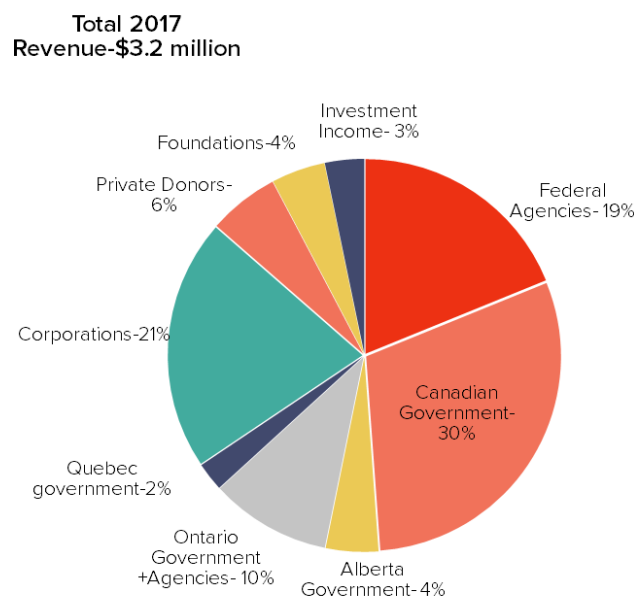
The Gairdner Foundation maintains proper financial controls and sound management practices to ensure the best use of its public and private funds.

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 mid-term review date of March 31, 2018 will take place to assess whether the objectives are being met and whether the Canada Gairdner International Awards remain competitive internationally.

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 2017, estimated revenue of approximately \$3.2 million was allocated as follows:



Planned Receipts and Disbursements for 2018

The approved budget for 2018 calls for revenue of \$3.1 million and operating expenditures of \$2.9 million, resulting in a small surplus. Budget expenditures include \$0.7 million for Awards, \$.85 million for program costs, and \$1.1 million for administrative and marketing costs and \$.25 million for adjudication costs. Revenue includes the Federal grant of \$2 million over 5 years. These funds are allocated to international outreach and branding.

We expect total investment income of approximately \$.7 million in 2018. Investment income is allocated proportionately to the Federal, Alberta and Foundation's funds. From a low of 72.8 cents in May to 82.5 cents in September, the loonie rose over 13%, causing a significant headwind for Canadians with foreign assets. In addition, the Canadian government increased interest rates twice during 2017 marking an end to their monetary policy. The impact of further rate fluctuations into 2018 is unknown.

We must ensure our asset allocation strategy provides the appropriate balance between risk and return. However, given the volatility in the market for the past 2 years and the ongoing low interest rate environment, the portfolio will not earn sufficient returns to pay for the awards (\$700,000), and certainly not enough to pay for any other expenditures related to the program. We must also be able to offset inflation over the long-term.

As of September 30, 2017, the portfolio asset mix included 37% allocation to cash and fixed income, 48% equities, and 15% alternative strategies relative to our long-term target of 35/50/15.

The following table provides the budgeted revenues and expenditures for the fiscal year 2018. This budget was presented and approved by the Board of Directors at its November 22, 2017 meeting.

THE GAIRDNER FOUNDATION BUDGET 2018 in \$000's

REVENUES

	ACTUAL 2016	REV FCST 2017	BUDGET 2018	\$ INC(DEC) OVER 2017	% INC(DEC) OVER 2017
Sponsorship	500	675	700	25	4%
Sponsorship CIHR 2	389	534	400	(134)	-25%
Table Sales	641	603	630	27	4%
Donations	118	170	175	5	3%
Government Grant Funding	1,027	1,088	1,057	(32)	-3%
Portfolio Revenue	101	103	104	1	1%
Realized Gains/(Loss)	303	-	-	-	
Unrealized Gains/(Loss)	135	-	-	-	
TOTAL	3,213	3,173	3,065	(108)	-3.4%

EXPENDITURES

Board	45	58	43	(15)	-26%
Administration	776	938	881	(57)	-6%
Events	670	843	847	4	0%
Scientific Advisory Boards	154	169	171	2	1%
Other Scientific Boards	70	131	102	(29)	-22%
Awards	700	700	700	-	0%
Fundraising & Communications	121	188	176	(13)	-7%
TOTAL	2,536	3,028	2,920	(108)	-3.6%

NET SURPLUS

	678	146	146	(0)	0.0%
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SECTION IV

MANAGING RISK 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 at every Board meeting. 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 2018, we are projecting a conservative 3.0% return on investment. The 2018 return on investment is based on the strategic asset mix of 35/50/15. The Investment Policy amended in February 2016 calls for a long term Asset Mix target allocation of 35% Bonds/Fixed Income, 50% Equities and 15% Alternative Strategies.

GAIRDNER FOUNDATION RISK PROFILE			
RISK	LIKELIHOOD	IMPACT	MITIGATING STRATEGY
Profile of the Canada Gairdner Awards is not increased	Low	Medium	<ul style="list-style-type: none"> • Increase communications to all stakeholders (including research communities) and the public • Ongoing public awareness and engagement programs (including continuation of public lecture series) • Ongoing monitoring of media coverage, engaging new media partnerships to spread the Gairdner story nationally and internationally • Concentrate on online presence as a means of increasing profile
Compliance Audit reveals deficiencies	Low	Medium	<ul style="list-style-type: none"> • Continuous review of the terms of the funding agreement to ensure compliance • Audit committee monitors compliance and advises on actions
Decreased success rate in choosing globally recognized medical advancements	Low	High	<ul style="list-style-type: none"> • Rigorous assessment of nominations through peer review process, and 2 tier adjudication system • Continued rigorous assessment and recruitment of Medical Advisory Board members • Appointment of strong Scientific Director • Implementation of a new online adjudication process to streamline reviews
Sponsorship/fundraising revenue is not secured	Medium	High	<ul style="list-style-type: none"> • Continuous monitoring of fundraising efforts • Reduce risk of funding shortfall by closely monitoring and controlling expenditure commitments

			<ul style="list-style-type: none"> • Continue to build the case for continued federal and provincial government funding • Diversify prospect pool to ensure a variety of funding sources
Failure to achieve long-term fundraising goals	Medium	High	<ul style="list-style-type: none"> • Create a strategic plan for a sustainable revenue stream that includes a diverse set of sources including government, philanthropy, and corporate sponsorship • Monitor fundraising efforts to ensure revenues are aligned with programming requirements

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 2017 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 will be reviewed before March 31, 2018 to assess whether its objectives are being met and whether the Canada Gairdner International Awards remain competitive internationally. The Funding Agreement will be renegotiated and renewed as soon as possible after April 1, 2026.

The Foundation completed the mandatory Independent Performance Evaluation in 2017. The Gairdner Awards were consistently viewed by key stakeholders as being a "Canadian success story". The evaluation was framed to examine the relevance, effectiveness and efficiency of the Awards program and findings

across each of these areas clearly indicate that the Outcomes and Principles in the Foundations funding agreement with the federal government are being achieved.

The Independent Compliance audit results showed that we are compliant with all of the terms of the agreement between Gairdner and the federal government. There were no major issues to report.

Both reports have been submitted to CIHR and we are fully compliant with all reporting requirements under the Funding Agreement. The results of these reports are posted on the Gairdner Foundation website.