



CORPORATE PLAN 2019

November 2018

**The Gairdner Foundation
Corporate Plan 2019**

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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, **380 scientists have received a Canada Gairdner Award and to date, 89 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 7500 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 STEMM. 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 Ontario, 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 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 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 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

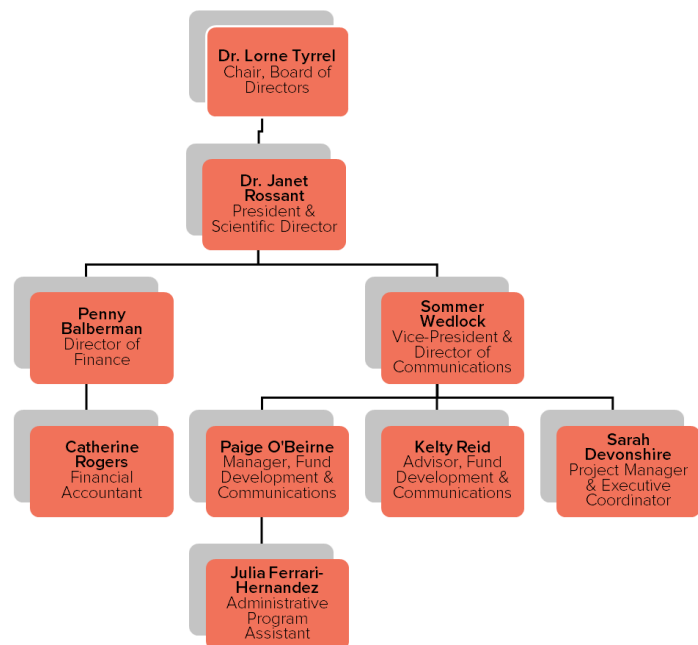
1. Inspire Canadians to perform at world-class levels of scientific excellence; Contribute to building the pipeline and strengthening the global profile and competitiveness of Canadian scientists and the scientific research community.
2. Encourage and celebrate international excellence in health research.
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 6.5 full-time employees (3 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 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 16 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 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.

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: 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

- 380 Canada Gairdner Awards have been bestowed on 374 individuals from 35 countries
- 48 Canadians have received the Canada Gairdner International Award
- 89 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine or Physiology and Chemistry
- In the last 10 years, 14 of 24 Nobel prizes in Physiology plus 3 Nobel prizes for Chemistry have been awarded to Gairdner Laureates, including two in 2018 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:

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.

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.

Christopher Murray and Alan Lopez (2018 John Dirks Canada Gairdner Global Health Award)

The development of the Global Burden of Disease Study has led to policy changes and improvements in health systems around the world. The study is used to guide the priority setting and spending decisions of the World Health Organization and the World Bank, among other subnational, national and international organizations.

Lynne E. Maquat (2015 Canada Gairdner International Award)

Discovery of nonsense-mediated mRNA decay (NMD) in human cells has furthered the understanding of the molecular basis of human disease and provides physicians with the ability to implement “personalized” or “precision” medicine, specified to each individual patient.

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.

Brenda Milner (2005 Canada Gairdner International Award)

Seminal contributions on the key role of the hippocampus and temporal lobes in recent memory events are the origins of modern cognitive neuroscience of memory. Her research paved the way to molecularly-oriented approaches aimed at deciphering key genomic and cellular steps leading to memory traces.

SECTION II

2018 PERFORMANCE RESULTS & PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2018

Performance Goals for 2018

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

Goal: 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.

Results:

- Increased number of universities hosting National Program lectures from 23 in 2017 to 24 in 2018
- Increased number of universities hosting Student Outreach lectures from 21 in 2017 to 22 in 2018
- Gairdner offered webcasting to all participating universities.
- Gairdner hosted a regional lecture in New Brunswick webcasting to other schools outside of the host city of Fredericton to engage them in Gairdner programming

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. Evaluate the National and Student Outreach Program

Goal: 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.

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 follow up strategy to get information sooner.

3. Provide additional public-specific programming and materials

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

Results:

- In 2018, Gairdner hosted 4 public lectures as part of our 2018 Canada Gairdner Public Lecture Series
- Gairdner expanded our reach by hosting lectures in cities across Canada including Vancouver, Toronto, Montréal, and Sudbury.

4. Increase brand recognition through enhanced social media presence

Goal: 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.

Results:

- Gairdner's partnership with Research2Reality flourished in 2018, producing four high-quality videos that have been used to promote the Foundation, its laureates and Canadian science
- **Facebook:** Page views increased by 126% during our peak time, Gairdner Week in October, our reach also increased by 65% during the same time period.
- **Twitter:** Gairdner has seen an increase in followers and mentions and continues to use Twitter to engage with our stakeholders, sponsors and media, with over 750 K impressions in the past year and over 400 new followers.
-

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

Results:

- Gairdner partnered with 3 existing and 5 new organizations in 2018, including Science World British Columbia, Life Sciences BC, Sick Kids Research Institute, Science North, Coeurs des sciences, Lung Cancer Canada, Ottawa Heart Research Institute, Canadian Student Health Research Forum and many 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 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.

Results:

- In 2018, Gairdner received 48 new nominations for the Canada Gairdner International Award, 10 new nominations for the John Dirks Canada Gairdner Global Health Award and 12 new nominations for the Canada Gairdner Wightman Award
- Of the new nominations, 29% of nominations were for female scientists (Canada Gairdner International Award (21%), Canada Gairdner Wightman Award (42%) and John Dirks Canada Gairdner Global Health Award (52%))
- 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.

Results:

- During 2018 Gairdner engaged partners in the planning and sponsorship of a symposium with the event scheduled for September 30, 2019
- The first symposium will focus on women in science

DETAILED PERFORMANCE EVALUATION 2018- OUTREACH EVENTS

Ottawa Heart Conference Public Lecture - Precision Medicine in Cardiovascular Disease

April 26, 2018
Ottawa, Ontario
Attendance: 100

Dr. Janet Rossant, President & Scientific Director, Gairdner Foundation and Dr. Victor Dzau delivered a public talk on Precision Medicine in Cardiovascular Disease and highlighted recent advancements and breakthroughs in preventing and treating cardiovascular disease in a precise targeted manner.

Canada Gairdner Global Health Public Lecture - Food for 9.7 billion People

May 4, 2018
London, Ontario
Attendance: 200 in attendance and 45 on webcast

Rob Vos, Director Markets, Trade and Institutions, International Food Policy Research Institute, Washington, DC., delivered a public lecture at Western University in partnership with the Lawson Health Research Institute.

Canada Gairdner Symposium – Canada and Global Public Health: Moving from Strategy to Action

June 12, 2018
Winnipeg, Manitoba
Attendance: 120

The conference featured Cesar Victora, 2017 John Dirks Canada Gairdner Global Health Laureate and leaders in global public health from across Canada and internationally to present and discuss key issues in global public health and identify ways in which Canada take can move from strategy to action.

Canada Gairdner Symposium – Closing the Genomics Research Gap

June 15-17, 2018
Montréal, Québec
Attendance: 129

An International Symposium about inequalities in Genomics Research, and what to do about them featured a training course, public lectures (with simultaneous translation in English and French) & two full days of scientific sessions.

2018 CANADA GAIRDNER PUBLIC LECTURE SERIES

After piloting public lectures in 2017, Gairdner developed a public lecture series which was held in 4 cities across the country in 2018.

Peppers, Peppermints and Pit Vipers: Unlocking the Mysteries of Chronic Pain with Natural Products

March 22, 2018
Sudbury, Ontario
Attendance: 200

Featuring Dr. David Julius, 2017 Canada Gairdner International Award Laureate, Professor & Chair, Department of Physiology; Morris Herzstein Chair in Molecular Biology and Medicine, University of California San Francisco.

A discussion of how an understanding of somatosensation using natural elements can lead to better treatments for chronic pain.

Bienvenue au monde de crispr! (*French language public lecture)

October 10, 2018
Montréal, Québec
Attendance: 200

Featuring Dr. Rodolphe Barrangou, Associate Professor, Department of Food, Bioprocessing and Nutrition Sciences; Todd R. Klaenhammer Distinguished Scholar in Probiotics Research North Carolina State University.

Lung Cancer: A Journey from Nihilism to Hope – Celebrating Leadership in Cancer Research

November 6, 2018
Toronto, Ontario
Attendance: 75

Featuring Dr. Frances Shepherd, 2018 Canada Gairdner Wightman Award laureate, Medical Oncologist, Princess Margaret Cancer Centre with André Picard, Health Reporter, Globe and Mail in conversation with Christina Sit, Lung Cancer Canada and a lung cancer patient.

A public talk about the changing therapies in lung cancer, a career spent developing these new therapies and the important issue of access to proper care for patients.

Precision Medicine: How Science is changing the Future of Medicine

November 15, 2018
Vancouver, British Columbia
Attendance: 175

Featuring Dr. Janet Rossant, President & Scientific Director, Gairdner Foundation, Chief of Research Emeritus, Sick Kids Research Institute and Dr. Victor Dzau, President, National Academy of Medicine.

A lecture on new, innovative approaches to medicine that are changing the way patients are diagnosed and treated worldwide.

A discussion on the advent of CRISPR-Cas 9 gene editing and its powerful implications for industry, the scientific community and commercialization.

Canada Gairdner Symposium– From Data to Wellness

November 15-16, 2018
University of Alberta, Edmonton, Alberta
Attendance: 200

An annual Research Symposium which featured cutting-edge themes in fundamental research impacting human health and highlighting recent discoveries and developments that are transforming current treatment paradigms into a more data-centred and patient-specific approach

Distinguished Speakers: Oksana Suchowersky, Professor, Department of Medicine, University of Alberta, Co-lead of Alberta Precision Health Strategy, Janet Rossant, President & Scientific Director, Gairdner Foundation, Chief of Research Emeritus, Hospital for Sick Children, Toronto.

Canada Gairdner Symposium– Big Data for Health: Expectation, Opportunity, Impact

November 30, 2018
University of Calgary, Calgary, Alberta
Attendance: will be reported later

An ever-expanding volume of data, the need to link data from disparate sources, and the increasing complexity of research design is radically changing biomedical, clinical and health services, and population health research. “Big data” approaches involve the theory and methodology of data analysis and data science, and sociological understanding and ethical management of these developments must advance synchronously to ensure sound application in medicine and health.

Distinguished Speaker: Dr. Alan D. Lopez, 2018 John Dirks Canada Gairdner Global Health Award

Featured Speakers: Professor Gina Neff, Senior Research Fellow and Associate Professor, the Oxford Internet Institute & Department of Sociology with Oxford University, and Eyal Oren, Product Manager with Google AI.

Changing Medicine Forever: Focused Ultrasound- A New Frontier for Brain Therapy

November 20-21, 2018
Koerner Hall, Toronto, Ontario
Attendance: 350 (each day-700 total)

Gairdner Foundation and Sunnybrook Research Institute partnered to bring the world’s leading scientists together for a state-of-the-field symposium on this new frontier of brain therapy, which has the capacity to treat brain diseases where few or no options exist. The event featured a public lecture followed by a full day symposium.

Public Lecture: November 20

Distinguished Speakers:

Dr. Brian Greene, Professor, Theoretical Physics, Columbia University
Breakthrough thinking that changes the world/why science matters

Alan Alda, Actor and Advocate for Science Communications
Innovation and science matter- but you have to get the message out there!

Scientific Symposium: November 21

Distinguished Speaker: Dr. Cori Bargmann, Neuroscientists and President of Science, The Chan Zuckerberg Initiative

2018 CANADA GAIRDNER OUTREACH LECTURE PROGRAMS- National & Student Outreach

September-November, 2018

Cross Canada Attendance: Total 6,799, a 5% increase over 2017 with 3 schools not yet reported

The Foundation carried out its National and Student Outreach Programs at universities across Canada. In 2018 we added a National program lecture at Concordia University and a Student program at Laval.

Speakers: 2018 Canada Gairdner Laureates, Dr. Rodolphe Barrangou, Dr. John Gordon, Dr. King Holmes, Dr. Nada Jabado, Dr. Lewis Cantley

2018 Canada Gairdner National Program Attendance (24 schools to date)		2018 Canada Gairdner Student Outreach Program Attendance (21 schools to date)	
University	Attendance	University	Attendance
University of Manitoba	75	University of Winnipeg	82
University of New Brunswick	230	University of New Brunswick	35
McGill University	34	McGill University	140
University of Alberta	200	University of Alberta	250
Western University	250	Western University	70
University of British Columbia	400	University of British Columbia	200
University of Saskatchewan	Not yet reported	University of Saskatchewan	167
Université de Montréal	40	Université Laval	93
Université Laval	170	Université de Montréal	80
University of Guelph	125	University of Waterloo	250
University of Waterloo	35	University of Calgary	263
University of Calgary	310	Carleton University	300
McMaster University	300	York University	300
University of Ottawa	Not yet reported	University of Toronto	440
York University	150	University of Lethbridge	30
University of Lethbridge	80	Memorial University	Not yet reported
Memorial University	Not yet reported	Lakehead University	170
Lakehead University	40	Queen's University (2)	150
Queen's University (2)	250	Laurentian University	2019 date
University of Toronto	500	University of PEI	35
Laurentian University	2019 date	Dalhousie University	150
University of PEI	15	Université de Sherbrooke	65
Dalhousie University	90		
Université de Sherbrooke	135		
Concordia University	100		
Total	3,529	Total	3,270

Notes:

1. Laurentian, Dalhousie and University of PEI will execute their 2018 programming in 2019, which will contribute to increased attendance numbers.
2. Lakehead University's programming was held in the spring of 2018.
3. Queen's University hosted two programs, February 2018 and October 2018; attendance number reflects both lectures

Program Spotlight:

LAURENTIAN UNIVERSITY: In March of 2018, The Gairdner Foundation partnered with Science North in Sudbury, Ontario to provide a pilot program for Indigenous students in Northern Ontario. In addition the traditional student outreach program lecture, students were engaged in a public lecture by Dr. David Julius on Somatosensation and then were invited to spend the night at Science North to participate in science-related activities overnight. Students were bused in from surrounding areas to participate in the program which gave Indigenous students access to compelling science and hands on learning experience.

UNIVERSITY OF BRITISH COLUMBIA: The outreach program at UBC continues to be a highlight for the laureates who get to participate. In 2018, the President of UBC, Dr. Santa Ono hosted a dinner for our Gairdner laureates and 35 leaders from the UBC community at his private residence on Sunday, October 21. This was a prime networking opportunity for our laureates to meet the local leaders in Vancouver. On Monday, October 22, both of our laureates spoke to 200 high school students who came from surrounding

schools schools, some who travelled more than 4 hours to attend. After the student lecture the laureates had an opportunity to meet with scientists from UBC who are involved in a similar field for them to share their work. During lunch, laureates each met with a separate group of 25 PhD students who were interested in the laureates field of work. After lunch both laureates gave their national lecture to 350 attendees including faculty, trainees, postdocs and students from UBC, SFU and the local Vancouver area. The program at UBC is robust and impactful for our laureates and the stakeholders in Vancouver.

GAIRDNER WEEK EVENTS (October 22-26, based in Toronto)

2018 Canada Gairdner Global Health Symposium: GBD and Reaching the Sustainable Development Goals

October 24, 2018, Toronto, Ontario

Attendance: 200 in person and 45 on webcast

The Gairdner Foundation in collaboration with SickKids Centre for Global Child Health, Dalla Lana School of Public Health and Grand Challenges Canada presented a day-long symposium on the impact of the Global Burden of Disease study and a discussion on reaching the Sustainable Development Goals.

Distinguished Speakers: Dr. Christopher J.L. Murray and Dr. Alan D. Lopez
2018 John Dirks Canada Gairdner Global Health Award Winners, Co-Founders of the Global Burden of Disease (GBD) Study

Panelists: Dr. Nadia Akseer, SickKids Centre for Global Child Health; Dalla Lana School of Public Health, University of Toronto, Dr. James Blanchard, University of Manitoba, Dr. Pamela Y. Collins, University of Washington, Dr. Janet Rossant, President, Gairdner Foundation, Dr. Stanley Zlotkin, Chief, SickKids Centre for Global Child Health

Robots to Assess Brain Dysfunction: Will Sure and Steady Win the Race?

October 24, 2018, Toronto, Ontario

Attendance: 45

Featuring Dr. Stephen Scott, GSK Chair in Neuroscience, Centre for Neuroscience Studies, Queen's University

An event showcasing the nexus between science and entrepreneurship presented in partnership with MaRS. Dr. Stephen Scott discussed his invention the KINarm and its uses in assessing cognitive damage resulting from stroke.

Gairdner Welcome Dinner

Oct 24, 2018

Attendance: 50

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

Canada Gairdner Research Symposium: Let There be Light: Optogenetics in Neuroscience and Beyond **October 24, 2018**

Attendance: 350 in person and 318 on webcast

A symposium featuring world-class research related to the work of the 2018 Canada Gairdner Award laureates awarded "For the discovery of light-gated ion channel mechanisms, and for the discovery of optogenetics, a technology that has revolutionized neuroscience."

Featured Speakers: Drs. Hailan Hu, Jared Toettcher, Leslie Vosshall, Sheena Josselyn, Susumu Tonegawa, Yang Dan

Canada Gairdner Laureates Lecture

October 25, 2018

Attendance: 500

Webcast attendance: 500

A daylong symposium featuring the 2018 Canada Gairdner Award laureates. Hosted in partnership with the University of Toronto.

Distinguished Speakers:

2018 Canada Gairdner International Award Laureates: Drs. Azim Surani, Davor Solter, Edward Boyden, Karl Deisseroth, Peter Hegemann

2018 John Dirks Canada Gairdner Global Health Award Laureates: Dr. Alan Lopez & Christopher Murray

2018 Canada Gairdner Wightman Award Laureate: Dr. Frances Shepherd

Canada Gairdner Awards Gala

October 2, 2018

Attendance: 540

An evening celebration of the 2018 Canada Gairdner Awardees. Attendees represented leadership from government, health care and corporate Canada. In 2018, Gairdner increased the number of students in attendance to 50 in pursuit of its goal of inspiring the next generation of leaders, thinkers and innovators.

DETAILED PERFORMANCE EVALUATION 2018- Increased profile of the Canada Gairdner Awards

Online Presence

Website

Statistics drawn on October 29, 2018 (Period of measurement: Nov 1, 2017 - October 29, 2018)

40 K users, 54 K sessions, 118 K page views

86% of users are new viewers

Top Countries by session

Canada	55%
USA	15%
UK	2.5%
Brazil	2.3%
Japan	2.2%

Most visited pages

12.5 K views of Current Winners
7.4 K views of Upcoming Events
7.4 K views of International Awards information

106 countries with 10 or more sessions, 180 countries reached total.

Social Media

Facebook: Page views increased by 126% during our peak time, Gairdner Week in October, our reach has increased by 65% during the same time period.

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 750 K impressions in the past year and over 400 new followers.

Newsletter

In October 2018 (our highest traffic time), we sent a newsletter to our database promoting our Gairdner Week events. 511 people received the newsletter and 44% of recipients (224) opened it.

24.9% of those who opened it clicked through to the Gairdner events page. Gairdner's open rate continues to climb. At 44% we far exceed the industry standard of 25% (according to MailChimp).

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2019

The Canada Gairdner Awards have a long, successful record of accomplishment and Gairdner's National and Student Outreach programs are mature and stable. In 2019 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 2019

- 1. Increase the reach of the National and Student Outreach Program**
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 (Northern Ontario, Québec, Alberta, Saskatchewan and British Columbia).
- 2. Evaluate our the National and Student Outreach Program**
In 2019, Gairdner will build a formal committee to assess the effectiveness of its programming. This committee will be comprised of program coordinators and administrators from across the country who will engage in the sharing of best practices and brainstorming ways to improve programming.
- 3. Provide additional public-specific programming and materials**
Gairdner will build off its success in 2018 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 continue 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 including TELUS Spark in Edmonton, Discovery Centre in Halifax and TELUS World of Science in Vancouver.
- 6. Continue to increase the number, quality and diversity of nominations**
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.
- 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. Gairdner will also cultivate partnerships with Indigenous organizations to help develop focused programming for the community.

LONGER TERM PRIORITIES FOR 2020 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. Expand Gairdner programming to all Canadian provinces and territories through live and webcasted events

SECTION III

FINANCIAL SUMMARY

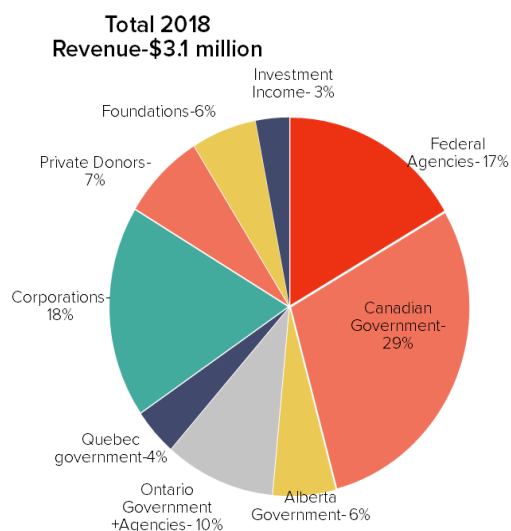
The Gairdner Foundation maintains proper financial controls and sound management practices to ensure the best use of its public and private funds.

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 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 2018, estimated revenue of approximately \$3.1 million was allocated as follows:



Planned Receipts and Disbursements for 2019

The approved budget for 2019 calls for revenue of \$3.3 million and operating expenditures of \$3.1 million, resulting in a surplus of \$0.2 million. Budget expenditures include \$0.7 million for Awards, \$1.0 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 \$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 \$.7 million in 2019. Investment income is allocated proportionately to the Federal, Alberta and Foundation's funds. The Canadian dollar rose by almost 2% in 2018, causing a headwind for Canadians with foreign assets. In addition, the Canadian government increased interest rates 3 times during 2018 marking an end to their monetary policy. Other governments around the world have also increased interest rates, including the US, where the Federal Reserve increased rates 3 times and have signaled for further gradual increases into 2019. The impact of further rate fluctuations into 2019 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 several 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, 2018, the portfolio asset allocation was 35% cash and fixed income, 50% equities, and 15% alternative strategies, in compliance with the Investment Policy statement and our long-term target of 35/50/15.

The following table provides the budgeted revenues and expenditures for the fiscal year 2019. This budget was presented and approved by the Board of Directors at its November 15, 2018 meeting.

THE GAIRDNER FOUNDATION BUDGET 2019 in \$000's

REVENUES

	ACTUAL 2017	Q3 FCST 2018	BUDGET 2019 WITH ONT	\$ INC(DEC) REV VS OVER 2018	% INC(DEC) REV VS OVER 2018
Sponsorship	669	700	700	-	0%
Sponsorship CIHR 2	487	448	470	22	5%
Table Sales	603	500	600	100	20%
Donations	195	250	195	(55)	-22%
Government Grant Funding	1,059	1,073	1,228	155	14%
Portfolio Revenue	86	93	93	-	0%
Realized Gains/(Loss)	328	-	-	-	#DIV/0!
Unrealized Gains/(Loss)	75	-	-	-	#DIV/0!
TOTAL	3,502	3,064	3,286	222	7%

EXPENDITURES

	ACTUAL 2017	Q3 FCST 2018	BUDGET 2019 WITH ONT	\$ INC(DEC) REV VS OVER 2018	% INC(DEC) REV VS OVER 2018
Board	51	47	35	(12)	-26%
Administration	898	919	882	(37)	-4%
Events	742	945	1,025	80	8%
Scientific Advisory Boards	152	150	164	14	9%
Other Scientific Boards	119	78	74	(4)	-6%
Awards	700	700	700	-	0%
Fundraising & Communications	163	205	185	(20)	-10%
TOTAL	2,826	3,044	3,065	21	1%
NET SURPLUS	676	20	221	201	1012%

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 2019, we are projecting a conservative 3.0% return on investment. The 2019 return on investment is based on the strategic asset mix of 35/50/15. The Investment Policy amended in May 2018 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
The reach of the Gairdner Foundation and the Canada Gairdner Awards does not increase	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 • Webcast Gairdner events to increase audience numbers and diversity of those who can access Gairdner programming
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
Insufficient amount of excellent nominations received	Low	High	<ul style="list-style-type: none"> • Continue to promote Gairdner internationally • Work with partners to promote nominations • Target specific groups and organizations to secure new nominations from a variety of sources.
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

			<ul style="list-style-type: none"> • Implementation of a new online adjudication process to streamline reviews
Failure to diversify funding sources	Low	High	<ul style="list-style-type: none"> • Continuous international outreach to establish new partnerships that can lead to funding • Pursue a partnership model for events so we can combine resources with other organizations • Use the expertise and networks of our Board of Directors Fundraising Committee to secure new donors and prospects • Use the Gala Awards as a cultivation opportunity for potential new leads • 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"> • Monitor our 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 2018 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 has 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.

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.