



# Genome Canada

Annual Report

2011-2012



**Genome**Canada

[www.genomecanada.ca](http://www.genomecanada.ca)

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## WHO WE ARE

Genome Canada is a catalyst for developing and applying genomics that create economic wealth and social benefit for Canadians. We work in partnership to invest in and manage large-scale research and translate discoveries into commercial opportunities, new technologies, applications and solutions. We build bridges between government, academia and industry to forge a genomics-based public-private innovation enterprise focused on key life science sectors of the economy.

## ACKNOWLEDGEMENTS

We would like to thank the Government of Canada for its continued support.

We would also like to thank the regional Genome Centres for their work and support in developing a Canadian Genomics Enterprise, as well as our partners and co-funders - provincial governments, academia, industry, international liaisons and others - for their enthusiasm and support of genomics research, translation and innovation.



## MESSAGE FROM THE CHAIR

C. Thomas Caskey, MD, FACP

It was a busy, rewarding year for the Board in circumstances that were both challenging and exciting as we worked to ensure the future for Genome Canada, and genomics in Canada, remains bright.

I wish to thank Pierre Meulien and the management and staff of Genome Canada for your perseverance and passion, from which all of our successes have sprung.

This year, one of our most rewarding activities was to establish a new Strategic Plan for the period 2012-2017. The Plan builds upon Genome Canada's first decade of developing research quality and capacity to place greater emphasis on translating research into end-user applications offering social or economic benefit.

With the new Strategic Plan, Genome Canada is firmly and uniquely positioned to help deliver the power and promise of genomics while contributing in significant ways to the country's innovation agenda and the emergence of a bio-economy that is fundamental to Canadian competitiveness and our quality of life.

To underscore some of this, the Board approved a pilot program called *Entrepreneurship Education in Genomics (EEG)*. It is designed to educate the genomics research community on important elements of entrepreneurship and innovation so that researchers can turn scientific discoveries into marketable applications, products, technologies, systems and processes. This initiative spans all of the sectors in which we operate: Agriculture, Energy, Environment, Fisheries, Forestry, Health and Mining.

The Board was quite active on other fronts, particularly in terms of strengthening our governance models and processes. This included Board and Management participation in a special governance review workshop that led to a series of recommendations for

improvement, of which many have already been put in place. I want to thank our Board for their hard work related to this, as well as individual directors for their time and commitment on the following Board committees: Executive, Governance, Election and Compensation; Audit and Investment; and Programs.

Our Board composition is also changing. This year, we were joined by three new members - Heather Davis, Yvan Hardy and Robert Orr - all of whom are bringing fresh energy, insight and perspectives. We are very much looking forward to their contributions. Unfortunately, one of our longer-serving members - Eric Meslin - is leaving the Board. I want to thank Eric for his thoughtful views and wish him well.

We are moving from an era of scientific capacity building to one of translation and application. A fresh and vigorous Genome Canada goes forward with a new direction and priorities and a greater emphasis on generating social and economic benefit. Backed by a strong Board and a dedicated management team, Genome Canada will continue to operate in a prudent, responsible and thoughtful manner.

The quality of genomics research in Canada is outstanding and in areas, such as rare diseases, we lead the world. In turn, the quality and capacity of Canadian research is serving as the foundation of a vibrant genomics-based engine of innovation. Research is already leading to the development of promising new applications and genomics is helping to solve many of our most pressing challenges, creating wealth and well-being for Canadians. Remarkably, this is only the beginning of what promises to be a strong future.

It is important to remember that innovation is required to keep an internationally-leading position in the sectors in which we operate as well as to advance our standing in Health.



## MESSAGE FROM THE PRESIDENT & CEO

Pierre Meulien, PhD

Genome Canada continued to make good progress in advancing a research and innovation agenda that is leading to the emergence of a complex network of researchers, institutions, funders, partners and others. This network, which we refer to as the Canadian Genomics Enterprise, is working together to cultivate genomics discoveries, use them in innovative ways, and generate benefits for the country.

Once again, the Government of Canada renewed its longstanding support with an allocation of \$65 million from the 2011 federal budget announcement. This brings the overall level of federal support since our inception to \$980 million and, in turn, this amount has been matched by partners and co-funders to bring the total to some \$2 billion. I cannot think of a better indicator of the interest and support for genomics across Canada.

It is a truism to note that Genome Canada does nothing in isolation. Partnering is fundamental to what we do. With this funding allocation, we launched an important new competition by joining forces with the Canadian Institutes for Health Research (CIHR) and the Cancer Stem Cell Consortium (CSCC) to undertake an ambitious and landmark exercise.

Together, we launched a genomics competition relating to personalized health (or personalized medicine) which is tailored care and treatment based on each person's unique combination of genetic and lifestyle factors. Personalized medicine is one of the most important emerging frontiers in health care and genomics is at its core.

The competition's objective is to develop applications that lead to advances in clinical outcomes or offer tangible economic or other advantages. The point is to lead the way to improvements that continue to make the Canadian health care system affordable and sustainable in light of dramatic shifts in the health characteristics of the country.

The competition is one of the largest of its kind and, together with our partners and co-funders, some \$135 million will be invested in making personalized medicine a reality.

In another instance of combining the power of team work and 21<sup>st</sup> century technology and innovation, Genome Canada and the Terry Fox Research Institute have partnered in support of a 5-year pan-Canadian translational cancer research project focusing on adult brain tumors called glioblastoma.

The objective of this initiative is to advance smarter and better tools that can diagnose and deliver results that improve cancer survival rates. Glioblastoma kills about 3,000-5,000 Canadians each year and in thirty years very little has changed in terms of the prognosis for patients diagnosed with this cancer. Life expectancy on diagnosis is about 15 months.

In other developments related to Genome Canada competitions and the translation of discoveries into innovation, we launched the national EEG program described in the Chairman's letter. We also successfully completed the interim (mid-term) review of the projects relating to our ABC Competition (Applied Genomics Research in Bioproducts or Crops) and they continue to show great promise.

The competition's projects were announced in 2009 - \$112 million was invested in 12 new research projects aimed at approaches leading to economically viable and environmentally sustainable bioproducts or agriculture and food production. We are very much looking forward to the final reports!

Our new federal funding comprises an important driver of the growth and jobs agenda as Canada navigates its way through continuing global economic volatility. In order to maximize this investment and find our own efficiencies in light of these macroeconomic realities, we undertook an exercise that will reduce our operating expenses for 2012-2013 by 12%.

In parallel, we undertook a review of the Genome Canada-regional Genome Centre model with the help of an expert review panel as our funding agreements with the Centres are about to expire. Although the exercise is not yet completed, the spirit and determination of everyone to forge ahead in light of new economic realities is quite encouraging and we are looking forward to a fruitful outcome.

It has been an interesting, challenging year and I would like to thank colleagues and staff at Genome Canada and the Genome Centres for your hard work and continuing passion for all that we do.

On a more personal note, I want to thank our Chair of the Board for keeping our ship on course, and for the personal and professional advice he so kindly shared with me during our time together. Thank you, Tom!

## OBJECTIVES & PERFORMANCE, 2011-2012

We invest in genomics research in sectors of strategic importance to Canada with the goal of generating economic and social benefits. In line with our corporate objectives, we continued a coordinated research strategy with our partners and encouraged them to invest in genomics. We provided leading-edge technology to genomics researchers across the country and supported large-scale projects. We continued to weigh the ethical, environmental, economic, legal social and other challenges and opportunities related to genomics and conveyed insight and understanding of genomics to the Canadian public.

### Objective 1: Develop and implement a coordinated genomics research strategy

*The development and establishment of a coordinated strategy for genomics research to enable Canada to become a world leader in areas such as health, agriculture, environment, fisheries and forestry.*

Our country is a world leader in genomics in sectors of key importance to Canada, including health, agriculture, environment, fisheries and forestry.

To realize this objective, we continued our involvement in international initiatives in areas of importance to Canada. These include:

- **Structural Genomics Consortium (SGC):**



A public-private partnership currently involving six pharmaceutical companies, the SGC aims to determine the three-dimensional structure of medically relevant proteins and place them in the public domain without restrictions on their use. The objective is to highlight potential targets for drug research and to significantly accelerate the drug development process. Phase III of the SGC began in July 2011,

with a one-year contribution from Genome Canada of \$2.5 million. Of the \$60 million total funding for Phase III, more than half was provided by pharmaceutical companies.

- **International Barcode of Life (iBOL):**



This international consortium is the largest biodiversity genomics initiative ever undertaken, with some 250,000 species now barcoded. The initiative has promising applications in many areas, such as food safety and security. In 2011, we committed \$2 million for an additional year of funding support. To date, Genome Canada has contributed \$8.6 million to this \$100 million multi-partner effort. The project is lead by Canada and involves some twenty-five countries.

- **Public Population Project in Genomics (P<sup>3</sup>G):**



This effort focuses on population genomics and harmonized biobanking. The tools developed by this consortium speed time-consuming and expensive population studies. In 2011-2012, Genome Canada provided nearly \$500,000 of bridge financing to help P<sup>3</sup>G secure new sources of funding for its next phase of projects.

- **Cancer Stem Cell Consortium (CSCC):**



This partnership, part of the Canada-California Strategic Innovation Partnership, is coordinating an international strategy for cancer stem cell research. To date, we have committed \$25 million to the consortium. In 2011-12, the CSCC established a clinical development advisory panel to assess the progress of projects funded in the Disease Team I competition (launched in February 2009).

- **International Mouse Phenotyping Consortium (IMPC):**



This consortium seeks to maximize the utility of the knockout mice created in the International Knockout Mouse Consortium. In 2011-12, a 2010 Large-Scale Applied Research Project was accepted as part of the Canadian and UK contribution to the IMPC, leading to Genome Canada's membership on the IMPC Steering Committee.

- **International Cancer Genome Consortium (ICGC):**



The ICGC coordinates large-scale cancer genome studies in tumours from 50 different cancer types and subtypes. In 2011-12, a 2010 Large-Scale Applied Research Project was accepted as part of the ICGC, earning Genome Canada recognition as a full member of ICGC with a seat on the Steering Committee.

- **International Wheat Genome Sequencing Consortium (IWGSC):**



This collaborative effort to sequence the wheat genome will accelerate wheat improvement to meet the challenges of the 21<sup>st</sup> century. In 2011-12, a 2010 Large-Scale Applied Research Project was accepted as part of the IWGSC and the project leader has a seat on the consortium's Coordinating Committee.

### Highlights

Our collaborative work with partners and stakeholders affirms the importance of a coordinated, pan-Canadian approach to strategic investments in genomics research. This approach produced fruitful results and meaningful impact in 2011-2012, including:

- An agreement between the SGC and Cerep, a world-leading biotechnology company, to establish a research hub in Toronto. This will create jobs and fuel highly advanced research.
- A DataShaper tool, developed through P<sup>3</sup>G, that allows data to be synthesized from more than six million study participants in 53 large cohorts in Europe, North America and Asia.
- A decision by the U.S. Food and Drug Administration to use DNA barcoding, based on the iBOL, resource, for seafood identification in the United States.

### Objective 2: Provide leading-edge technology

*The provision of leading-edge technology to researchers in all genomics-related fields through regional Genome Centres across Canada, of which there are currently six, one each in British Columbia, Alberta, the Prairies, Ontario, Quebec and the Atlantic.*

We support, through the regional Genome Centres and as a result of a competitive process, Science and Technology Innovation Centres (STICs) that provide

access to the latest technologies, expertise and infrastructure to Genome Canada-funded researchers and more than 4,500 of their colleagues in Canada and around the world. In addition to providing services to Canadian and international researchers, the STICs engage in collaborative research projects and develop technologies and methods.

The 2010 competition resulted in five state-of-the-art STICs being funded as of July 1, 2011, including for the first time one specializing in metabolomics. Funding support for two STICs ceased as of June 30, 2011. The Integrated and Distributed Bioinformatics Innovation Centre, in Calgary, was not successful in the 2010 competition while the Microarray Facility at the Vancouver Prostate Centre chose not to submit an application.

The STICs and Canadian researchers have joined forces through a collaborative program called *Advancing Technology Innovation through Discovery*. This is a joint undertaking between Genome Canada and the Canadian Institutes of Health Research, to apply the latest genomics technologies to the identification of the genetic causes of rare childhood diseases and pediatric cancers.

### Highlights

- The Finding of Rare Disease Genes in Canada (FORGE Canada) Consortium has discovered twenty-three potential disease-causing genes, of which fourteen are potentially novel gene-to-disease links.
- The Canadian Pediatric Cancer Genome Consortium has initiated the whole genome sequencing (WGS) of pairs/trios for each of the four pediatric cancers chosen for study.

### Objective 3: Support large-scale research

*The support of large-scale projects of strategic importance to Canada by bringing together industry, government, universities, research hospitals and the public.*

In terms of new projects, funds began to flow in 2011-2012 for 16 projects approved as part of the 2010 Large-Scale Applied Research Project Competition. Nine of these projects are in the areas of forestry or

the environment and seven relate to agriculture, fisheries and human health.

We also launched two new funding competitions:

- The *Competition on Genomics and Personalized Health*, in partnership with the Canadian Institutes of Health Research and the Cancer Stem Cell Consortium. The largest competition of its type in Canada, Genome Canada and our partners, along with co-funding from other sources, will direct some \$135 million towards one of the most promising areas of health care with the objective of ensuring the health system remains sustainable and effective. Results of this competition are expected to be announced in 2012-13.
- A pilot program, entitled *Entrepreneurship Education in Genomics*, aims to educate Canadian researchers about creating and capturing value from their work and translating their discoveries into marketable applications, products, technologies, systems and processes.

### Highlights

#### *Applied Genomics Research in Bioproducts or Crops Competition*

Early indicators of project outcomes include industry collaboration to develop processes that reduce harmful by-products or generate energy to power operations.

#### *The 2010 Large-Scale Applied Genomics Research Competition*

In forestry, a variety of projects are exploring ways to make Canada's forests more sustainable, or are developing new tools to detect and monitor disease, predict climate change, or develop new sources of energy and more.

In terms of the environment, projects are focused on bioremediation and biomonitoring activities with a view to improving our ability to protect and preserve the quality of our land and water.

In agriculture, the research is leading to improvements in the health of livestock and crops. In terms of human health, studies are looking for new treatments for cancer and rare diseases.

#### **Objective 4: Assume GE<sup>3</sup>LS leadership and communicate with Canadians**

*The assumption of leadership in the area of ethical, environmental, economic, legal, social (GE<sup>3</sup>LS) and other issues related to genomics research and the communication of the relative risk, rewards and successes of genomics to the Canadian public.*

In 2011-2012, a complex, ten-year analysis of the characteristics of GE<sup>3</sup>LS activities was undertaken to identify trends and develop a best-practices approach that can fuel further activities and encourage success.

As well, 2011-12 saw the continuation of a key series of events called GPS—Where Genomics, Public Policy and Society Meets. Three events brought together policy makers and researchers to focus on the translational aspects of genomics, including genomics and intellectual property, optimizing the impact of genomics beyond commercialization, and genomics and regulatory science.

This year, we created and filled a new management position - Vice President, Communications - and undertook an operational review of our communications activities as part of the development of a new Communications Plan.

The Communications Plan was created, in part, to fulfill a new Vision and Mission for Genome Canada that was developed during the year. In turn, a new 5-year Strategic Plan for the organization was created. The new Strategic Plan places greater emphasis on the translational aspects of our work and brings into sharper focus the Canadian Genomics Enterprise, essentially an innovation ecosystem for funding, developing and translating genomics discoveries into applications for social and economic gain. More information related to the new Strategic Plan appears elsewhere in this document.

#### **Highlights**

In association with Genome Quebec, we helped create a unique Health Summit, bringing together a rich mix of stakeholders as a first step towards establishing a practical roadmap to coordinate Canada's genomics research capacity in the service of clinical applications. The objective is to develop and apply pragmatic genomics-based solutions that improve the cost-effectiveness and clinical utility of the health care system so that it remains sustainable and affordable.

#### **Objective 5: Encourage investment by others**

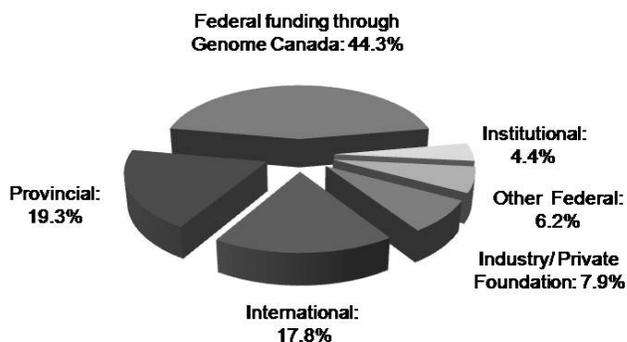
*The encouragement of investment by others in the field of genomics research.*

To be eligible for Genome Canada funding, we stipulate that projects must attract at least 50% of their budget through co-funding from other partners. This approach ensures the development of collaborative relationships with the private, public and philanthropic sectors, both domestic and international.

Over the past decade, this approach has resulted in more than \$1 billion in co-funding to complement the \$980 million committed by the Government of Canada over the same period. As the following table illustrates, co-funding comes from many sources.

#### **Funding Sources for Genome Canada-Approved Projects**

*Note: Chart does not include funding and related co-funding of Genome Centres.*



(As at March 2012)

## OBJECTIVES FOR 2012-2013 AND BEYOND

A notable focus for Genome Canada in 2011-12 was the development of a new Strategic Plan that will guide Genome Canada for the years 2012-2017.

The new vision that underpins *Genomics: Discovery. Impact. Success.* is of harnessing the transformative power of genomics to deliver benefits to Canadians. Our new Mission as stated in the Plan is:

To lead the Canadian Genomics Enterprise by:

1. connecting ideas and people across public and private sectors to find new uses and applications for genomics;
2. investing in large-scale science and technology to fuel innovation; and
3. translating discoveries into applications to maximize impact across all sectors.

To achieve this Mission and realize our Vision, we will be guided by four key objectives over the next five years:

1. Respond to societal needs by generating discoveries and accelerating their translation into applications.
2. Attract greater investment in genomics research from a broad range of stakeholders, in particular the private sector.
3. Enhance the impact of genomics by transforming knowledge of the ethical, environmental, economic, legal and social challenges and opportunities into sound policies and practices.
4. Enhance the recognition of the value of genomics by increasing stakeholder appreciation of genomic science, its applications and its implications.

We are pursuing these objectives and implementing the Strategic Plan with the full expectation that these measures will lead to important outcomes for Canadian society, including:

1. Increased breadth and depth of genomics knowledge in economic sectors important to Canada.
2. Applications that have positive impacts on policies, regulations, economic development and the quality of life.
3. Increased investment in genomics research by a broad range of stakeholders, in particular the private sector.
4. Stronger role and influence of ethical, environmental, economic, legal and social aspects in shaping genomics research and its outcomes.
5. Increased stakeholder appreciation of the potential of genomics and its impact on society.

In addition to fulfilling these objectives, we will undertake important governance activities in order to prepare for our next formal 5-year evaluation. This evaluation will measure our overall objectives as identified in our funding agreement with the Government of Canada. To this end, in 2011-2012 we created and filled the new position of Director, Evaluation.

## FUNDED PROJECTS & STATUS IN 2011-2012

A rigorous competitive process determines which research projects and STICs throughout Canada will be funded. Projects are selected through a system of peer review which includes an assessment of the scientific merit of the proposal and its potential socio economic benefits for Canada, and a concurrent due diligence review of the proposed management structure, the proposed budget and related financial data, including co-funding. Reviewers are chosen for their recognized expertise in the science, socio economic benefits and management of large-scale genomics projects and are drawn from the international scientific community to avoid conflict of interest. Genome Canada's Board of Directors makes the final decision on which proposals to fund, based on recommendations received from the international panel of reviewers. All Genome Canada funded projects also undergo a full interim (mid-term) evaluation undertaken by an international peer review panel that assesses the progress of each project and makes recommendations that include whether funding should be continued, adjusted, or terminated.

The following table lists active research projects in 2011-12 and includes total approved funding for each project.

SECTOR	CENTRE	STATUS	PROJECT LEADER(S)	PROJECT TITLE	TOTAL GC CONTRIBUTION
<b>Large-Scale Projects</b>					
Agriculture	Genome British Columbia	Interim Review Completed	Lund, Steven van Vuuren, Hennie	Grape and Wine Genomics	\$1,629,701
Agriculture	Genome Alberta	In-Progress	Plastow, Graham Harding, John Kemp, Bob	Application Of Genomics To Improve Swine Health And Welfare	\$4,899,109
Agriculture	Genome Alberta	In-Progress	Miller, Stephen	Whole Genome Selection through Wide Imputation in Beef Cattle	\$3,860,664
Agriculture	Genome Prairie	Interim Review Completed	Rowland, Gordon Cloutier, Sylvie	Total Utilization Flax GENomics (TUFGEN)	\$5,645,463
Agriculture	Genome Prairie	Interim Review Completed	Pozniak, Curtis Hucl, Pierre	CTAG-Canadian Triticum Advancement through Genomics	\$4,102,385
Agriculture	Ontario Genomics Institute	Interim Review Completed	Grbic, Miodrag	Genomics in Agricultural Pest Management (GAP-M)	\$2,789,939
Agriculture	Genome Québec	Interim Review Completed	Bureau, Thomas	Bridging Comparative, Population And Functional Genomics To Identify And Experimentally Validate Novel Regulatory Regions And Genes For Crop Improvement	\$2,199,181
Energy	Genome British Columbia	Interim Review Completed	Rieseberg, Loren	Genomics of Sunflower	\$4,961,933
Energy	Genome British Columbia	In-Progress	Douglas, Carl Mansfield, Shawn	POPCAN: Genetic Improvement Of Poplar Trees As A Canadian Feedstock	\$4,879,622
Energy	Genome Alberta	Interim Review Completed	Voordouw, Gerrit	Metagenomics for Greener Production and Extraction of Hydrocarbon Energy	\$5,033,698

SECTOR	CENTRE	STATUS	PROJECT LEADER(S)	PROJECT TITLE	TOTAL GC CONTRIBUTION
<b>Large-Scale Projects (cont'd)</b>					
Energy	Genome Prairie	Interim Review Completed	Levin, David Sparling, Richard	Microbial Genomics for Biofuels and Co-products from Biorefining Processes	\$4,877,146
Environment	Genome British Columbia	In-Progress	Tang, Patrick Isaac-Renton, Judith	Applied Metagenomics of the Watershed Microbiome	\$1,582,765
Environment	Genome British Columbia	In-Progress	Foster, Leonard	Next-Generation Integrated Pest Management Tools For Beekeeping	\$2,858,080
Environment	Genome Alberta	Interim Review Completed	Facchini, Peter Martin, Vincent	Synthetic Biosystems for the Production of High-Value Plant Metabolites	\$6,443,096
Environment	Ontario Genomics Institute	Interim Review Completed	Edwards, Elizabeth Major, David	BEEM: Bioproducts and Enzymes from Environmental Metagenomes	\$5,090,990
Environment	Ontario Genomics Institute	In-Progress	Hajibabaei, Mehrdad	Biomonitoring 2.0: A High-Throughput Genomics Approach For Comprehensive Biological Assessment Of Environmental Change	\$1,556,879
Environment	Genome Québec	Interim Review Completed	Tsang, Adrian	Genozymes for Bioproducts and Bioprocesses Development	\$8,138,852
Environment	Genome Québec	In-Progress	Lang, B. Franz Hijri, Mohamed	Improving Bioremediation Of Polluted Soils Through Environmental Genomics	\$3,789,354
Forestry	Genome British Columbia	Interim Review Completed	Bohlmann, Jorg Cooke, Janice	Genomics-Enhanced Forecasting Tools to Secure Canada's Near-Term Lignocellulosic Feedstock Supply for Bioenergy using the Mountain Pine Beetle-Pinus spp. System	\$3,691,540
Forestry	Genome British Columbia	In-Progress	Aitken, Sally Hamann, Andreas	Adaptree: Assessing The Adaptive Portfolio Of Reforestation Stocks For Future Climates	\$2,320,251
Forestry	Genome British Columbia	In-Progress	Eltis, Lindsay Mohn, William	Harnessing Microbial Diversity For Sustainable Use Of Forest Biomass Resources	\$3,869,964
Forestry	Genome British Columbia	In-Progress	Hamelin, Richard	Genomics-Based Forest Health Diagnostics and Monitoring	\$2,055,554
Forestry	Co-Lead by Genome Québec and Genome British Columbia	In-Progress	MacKay, John Bohlmann, Joerg	SMarTForest : Spruce Marker Technologies for Sustainable Forestry	\$4,880,948
GE <sup>3</sup> LS	Genome Prairie	Interim Review Completed	Phillips, Peter Castle, David	Value Addition to Genomics and GE3LS (VALGEN)	\$2,553,659

SECTOR	CENTRE	STATUS	PROJECT LEADER(S)	PROJECT TITLE	TOTAL GC CONTRIBUTION
<b>Large-Scale Projects (cont'd)</b>					
Health	Genome British Columbia	In-Progress	Taylor, Michael Malkin, David Marra, Marco	Stratifying and Targeting Pediatric Medulloblastoma Through Genomics	\$4,847,669
Health	Genome British Columbia	In-Progress	Sorensen, Poul	The Canadian Pediatric Cancer Genome Consortium	\$773,120
Health	Ontario Genomics Institute	In-Progress	McKerlie, Colin Brown, Steve	NorCOMM2 - In Vivo Models For Human Disease & Drug Discovery	\$4,900,000
Health	Ontario Genomics Institute	In-Progress	Sidhu, Sachdev Boone, Charles	Synthetic Antibody Program: Novel Therapeutics And Reagents	\$4,849,415
Health	Ontario Genomics Institute	In-Progress	Boycott, Kim	Finding of Rare Disease Genes in Canada	\$1,224,948
Health	Ontario Genomics Institute	In-Progress	Dick, John	Development of Highly Active Anti-Leukemia Stem Cell Therapy Project	\$11,500,000
Health	Ontario Genomics Institute	In-Progress	Mak, Tak	Therapeutic Opportunities to Target Tumor Initiating Cells in Solid Tumors	\$2,500,000
Health	Genome Atlantic	In-Progress	McMaster, Christopher Fernandez, Conrad	Identifying New Genes and Medicines for the Treatment of Orphan Diseases (IGNITE)	\$2,393,299
Health	Ontario Genomics Institute	In-Progress	Snowdon, Anne	Accelerating Genomic Innovation in Life-Science Enterprises (AGILE)	\$243,001
Health	Genome Québec	In-Progress	Garant, Denis	Boosting Entrepreneurial Skills and Training: BEST in Genomics	\$401,443
Health	Genome British Columbia	In-Progress	Livingstone, Angus Muzyka, Daniel	Genomics Research Entrepreneurship to Accelerate Translation (GREAT)	\$408,789
<b>Competition III Projects</b>					
Multi		Final Reports Received		See Note 2	\$1,842,886
<b>Science and Technology Innovation Centres</b>					
Science and Technology Innovation Centre	Genome British Columbia	In-Progress	Marra, Marco Jones, Steven Holt, Rob	Genomics Innovation Centre at the BC Cancer Agency Genome Sciences Centre	\$6,626,905
Science and Technology Innovation Centre	Genome British Columbia	In-Progress	Borchers, Christoph	University of Victoria - Genome BC Proteomics Core Facility	\$3,421,831

SECTOR	CENTRE	STATUS	PROJECT LEADER(S)	PROJECT TITLE	TOTAL GC CONTRIBUTION
<b>Science and Technology Innovation Centres (cont'd)</b>					
Science and Technology Innovation Centre	Genome Alberta	In-Progress	Wishart, David Borchers, Christoph	The Metabolomics Innovation Centre (TMIC)	\$1,329,332
Science and Technology Innovation Centre	Ontario Genomics Institute	In-Progress	Scherer, Stephen	The Centre For Applied Genomics (TCAG)	\$5,123,653
Science and Technology Innovation Centre	Genome Québec	In-Progress	Lathrop, Mark	McGill University and Genome Québec Innovation Centre	\$7,553,027
Science and Technology Innovation Centre	Genome British Columbia	Ended	Collins, Colin	Laboratory for Advanced Genome Analysis at the Vancouver Prostate Centre	\$54,757
Science and Technology Innovation Centre	Genome Alberta	Ended	Sensen, Christoph	An Integrated And Distributed Bioinformatics Platform For Genome Canada	\$138,552
<b>International Consortium Initiatives (Note 3)</b>					
Environment	Ontario Genomics Institute	In-Progress	Hebert, Paul	International Barcode of Life Project (iBOL)	\$8,599,202
Health	Ontario Genomics Institute	In-Progress	Edwards, Aled	Structural Genomics Consortium III	\$35,500,000
Health	Genome Quebec	In-Progress	Knoppers, Bartha Maria	Public Population Project in Genomics	\$16,226,314
				TOTAL	\$212,326,030

Note 1: Total Genome Canada contribution includes all approved funding over the term of the projects.

Note 2: All Competition III projects ended by March 31 2011. However, the project final reports were received in the 2011-12 fiscal year and \$1,842,886 was paid out in final settlements.

Note 3: Amounts represent total approved funding for all phases of these initiatives to March 31, 2012.

## GENOME CENTRE OPERATIONS

Genome Canada delivers its mandate by funding and managing large-scale and interdisciplinary, internationally peer-reviewed research projects, and Science and Technology Innovation Centres (STICs). This is achieved by working with our primary partners—the six Genome Centres. The relationship between Genome Canada and each of the Genome Centres is defined by means of a funding agreement that not only acknowledges the independence of each centre, but also specifies the ways in which each Centre is to operate and contribute to Genome Canada's overall mandate. The Genome Centres play significant roles in fostering regional expertise in genomics research, developing partnerships to strengthen regional leadership and competitiveness, facilitating access to the S&T Innovation Centres, creating unique and innovative public outreach programs, and most importantly, securing co-funding for projects from both domestic and international investors.

CENTRE	SECTOR	STATUS	PRESIDENTS & CEOS	Name of Centre	TOTAL GC CONTRIBUTION
Genome Québec	Genome Centre Operations	In-Progress	Lepage, Marc	Genome Quebec	\$1,000,000
Ontario Genomics Institute	Genome Centre Operations	In-Progress	Poznansky, Mark	Ontario Genomics Institute	\$1,000,000
Genome Prairie	Genome Centre Operations	In-Progress	Keller, Wilf	Genome Prairie	\$835,000
Genome British Columbia	Genome Centre Operations	In-Progress	Winter, Alan	Genome British Columbia	\$1,000,000
Genome Atlantic	Genome Centre Operations	In-Progress	Armstrong, Steve	Genome Atlantic	\$835,000
Genome Alberta	Genome Centre Operations	In-Progress	Bailey, David	Genome Alberta	\$835,000
				TOTAL	\$5,505,000

## INDEPENDENT AUDITORS REPORT

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To the Directors of Genome Canada:

### ***Report on the Financial Statements***

We have audited the accompanying financial statements of Genome Canada, which comprise the statement of financial position as at March 31, 2012 and the statements of operations and changes in net assets and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Genome Canada as at March 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Other Matter*

The financial statements as at March 31, 2011 and for the year then ended were audited by other auditors whose report dated June 29, 2011 expressed an unmodified opinion on those statements.

***Report on Other Legal and Regulatory Requirements***

As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the previous year.

A handwritten signature in black ink that reads "Deloitte + Touche LLP". The signature is written in a cursive, flowing style.

Chartered Accountants  
Licensed Public Accountants

June 14, 2012

**STATEMENT OF FINANCIAL POSITION**

as at March 31, 2012 , with comparative figures for 2011

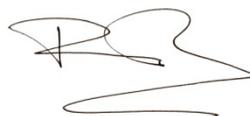
	<u>2012</u>	<u>2011</u>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents (Note 3)	<b>\$ 17,577,494</b>	\$ 12,203,605
Interest receivable	<b>171,370</b>	291,392
Prepaid expenses	<b>132,682</b>	142,609
Other receivables	<b>78,537</b>	147,508
	<b>17,960,083</b>	12,785,114
INVESTMENTS (Note 4)	<b>13,175,093</b>	26,373,510
CAPITAL ASSETS (Note 5)	<b>51,028</b>	78,703
	<b>\$ 31,186,204</b>	\$ 39,237,327
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	<b>\$ 643,808</b>	\$ 708,609
Deferred contributions (Note 6)	<b>30,491,368</b>	38,450,015
Deferred contributions related to capital assets (Note 7)	<b>51,028</b>	78,703
	<b>31,186,204</b>	39,237,327
COMMITMENTS (Note 10)		
CONTINGENCIES (Note 11)		
<b>NET ASSETS</b>		
Unrestricted net assets	-	-
	<b>\$ 31,186,204</b>	\$ 39,237,327

See accompanying Notes to financial statements

ON BEHALF OF THE BOARD



Director



Director

**STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS**

as at March 31, 2012 , with comparative figures for 2011

	<u>2012</u>	<u>2011</u>
Revenues		
Amortization of deferred contributions (Note 6)	\$ 63,773,625	\$ 59,714,386
Amortization of deferred contributions related to capital assets (Note 7)	26,596	32,303
	<b>63,800,221</b>	59,746,689
Expenses		
Contributions to Centres and approved projects	57,639,894	53,492,016
General and administrative	4,538,732	4,193,979
Communications and external relations	658,244	500,498
Programs	252,235	1,033,083
Governance	147,663	200,243
Corporate development	161,189	136,815
Workshops and symposia	208,591	39,388
Ethical, environmental, economic, legal and social issues related to genomics (GE <sup>3</sup> LS)	167,077	118,364
Amortization of capital assets	26,596	32,303
	<b>63,800,221</b>	59,746,689
EXCESS OF REVENUES OVER EXPENSES, BEING NET ASSETS, END OF YEAR	\$ -	\$ -

See accompanying Notes to financial statements

**STATEMENT OF CASH FLOWS**

as at March 31, 2012, with comparative figures for 2011

	<u>2012</u>	<u>2011</u>
NET INFLOW (OUTFLOW) OF CASH AND CASH EQUIVALENTS RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Excess of revenues over expenses	\$ -	\$ -
Items not affecting cash		
Amortization of capital assets	26,596	32,303
Gain on disposal of capital assets	(721)	-
Amortization of deferred contributions (Note 6)	(63,773,625)	(59,714,386)
Amortization of deferred contributions related to capital assets (Note 7)	(26,597)	(32,303)
Excluded from the decrease in deferred contributions (Note 9)	(728,026)	(720,117)
	<u>(64,502,373)</u>	<u>(60,434,503)</u>
Interest received on investments	1,563,026	1,707,041
Grants received from Government of Canada	55,100,000	46,900,000
Deferred contributions related to capital assets (Note 7)	(1,078)	29,602
Change in operating assets and liabilities		
Decrease (increase) in other receivable	68,971	(70,197)
Decrease (increase) in prepaid expenses	9,927	(30,910)
Increase (decrease) in accounts payable and accrued liabilities	(64,801)	102,963
	<u>(7,826,328)</u>	<u>(11,796,004)</u>
INVESTING		
Disposition (purchase) of investments	13,198,417	(4,523,196)
Proceeds on disposal of capital assets	1,800	-
Purchase of capital assets	-	(29,602)
	<u>13,200,217</u>	<u>(4,552,798)</u>
NET CASH AND CASH EQUIVALENT INFLOW (OUTFLOW)	5,373,889	(16,348,802)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	12,203,605	28,552,407
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 17,577,494	\$ 12,203,605

Supplemental cash flow information (Note 9)

See accompanying Notes to financial statements

## NOTES TO THE FINANCIAL STATEMENTS

year ended March 31, 2012

### 1. DESCRIPTION OF THE BUSINESS

Genome Canada (the "Corporation") was incorporated on February 8, 2000 under the Canada Corporations Act as a not-for-profit organization and has the following objectives:

- (a) The development and establishment of a co-ordinated strategy for genomics research to enable Canada to become a world leader in areas such as health, agriculture, environment, forestry and fisheries;
- (b) The provision of leading-edge technology to researchers in all genomics-related fields through regional Genome Centres across Canada, of which there are currently six, one each in British Columbia, Alberta, the Prairies, Ontario, Quebec and the Atlantic;
- (c) The support of large-scale projects of strategic importance to Canada by bringing together industry, government, universities, research hospitals and the public;
- (d) The assumption of leadership in the area of ethical, environmental, economic, legal, social and other issues related to genomics research (GE<sup>3</sup>LS), and the communication of the relative risks, rewards and successes of genomics to the Canadian public; and
- (e) The encouragement of investment by others in the field of genomics research.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Canadian Institute of Chartered Accountants (CICA) Handbook - Part V *Pre-Changeover Accounting Standards* (Canadian GAAP) and include the following significant accounting policies:

#### *Cash and cash equivalents*

Cash and cash equivalents consist of cash as well as highly liquid short-term investments. The Corporation considers highly liquid short-term investments as those having a maturity of less than three months from the date of acquisition. Cash and cash equivalents are designated as held-for-trading, and recorded at fair value.

#### *Revenue recognition*

The Corporation follows the deferral method of accounting for contributions for not-for-profit organizations, which include grants from the Government of Canada.

Externally restricted contributions and related investment income are recognized as revenue in the year in which the underlying expenses are incurred. A receivable is recognized if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions for purchase of capital assets are deferred and amortized to revenues on a declining balance-basis at a rate corresponding to the amortization rate for the related capital assets.

#### *Receivables*

Interest receivable and other receivables are designated as loans and receivables, and recorded at amortized cost.

*Investments*

Investments are designated as held-for-trading, and recorded at fair value. Fair value is determined at quoted market prices. Sales and purchases of investments are recorded at the settlement date. Transaction costs related to the acquisition of investments are expensed.

*Capital assets*

Capital assets are stated at cost. Amortization is provided for using the declining-balance method at the following annual rates:

Furniture and fixtures and office equipment	20%
Computers and software	50%
Telecommunication equipment	30%

*Accounts payable and accrued liabilities*

Accounts payable and accrued liabilities are designated as other liabilities, and recorded at amortized cost.

*Pension plan*

The Corporation maintains, for the benefit of almost all of its employees, a defined contribution pension plan. The cost of the plan is recorded in the statement of operations as it is incurred. The charge for the year totals \$184,394 (2011 - \$134,240).

*Use of estimates*

The preparation of financial statements in conformity with Canadian GAAP requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Accordingly, actual results could differ from these estimates. The most significant estimates used in the preparation of the financial statements include the fair value of investments, the amount of accrued liabilities and the estimated useful lives of capital assets. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the year in which they become known.

*Future changes in accounting policies*

In 2010, the CICA issued a new accounting framework applicable to Canadian not-for-profit organizations. Effective for fiscal years beginning on or after January 1, 2012, not-for-profit organizations may adopt either the CICA Handbook Part I - *International Financial Reporting Standards* or Part III - *Accounting Standards for Not-for-Profit Organizations*. The Corporation plans to adopt Part III - *Accounting Standards for Not-for-Profit Organizations* effective April 1, 2012. The impact on these financial statements has not yet been determined.

**3. CASH AND CASH EQUIVALENTS**

	2012	2011
Cash	\$ 677,760	\$ 110,128
Short-term investments	16,899,734	12,093,477
	<b>\$ 17,577,494</b>	<b>\$ 12,203,605</b>

**4. INVESTMENTS**

	2012		2011	
	<u>Fair Value</u>	<u>Cost</u>	<u>Fair Value</u>	<u>Cost</u>
Government of Canada bonds	\$ 11,670,513	\$ 11,974,500	\$ 20,560,172	\$ 20,756,700
Corporate bonds and debentures	1,504,580	1,541,700	5,813,338	7,783,298
	<b>\$ 13,175,093</b>	<b>\$ 13,516,200</b>	<b>\$ 26,373,510</b>	<b>\$ 28,539,998</b>

The interest rates at the end of the year range from 4.00% to 4.55% (2011 - 1.52% to 5.15%) and maturity dates vary from May 7, 2012 to December 15, 2012 (2011 - November 15, 2011 to October 12, 2036).

**5. CAPITAL ASSETS**

	2012			2011
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Furniture and fixtures and office equipment	\$ 180,044	\$ 149,328	\$ 30,716	\$ 39,474
Computer and software	203,374	185,505	17,869	35,739
Telecommunications equipment	32,134	29,691	2,443	3,490
	<b>\$ 415,552</b>	<b>\$ 364,524</b>	<b>\$ 51,028</b>	<b>\$ 78,703</b>

Cost and accumulated amortization at March 31, 2011 amounted to \$502,187 and \$423,484, respectively.

## 6. DEFERRED CONTRIBUTIONS

The Corporation receives grants from the Government of Canada to be held, invested, administered and disbursed in accordance with the related funding agreement between Genome Canada and the Government of Canada.

The Corporation currently operates under three active funding agreements with Industry Canada. The terms and conditions of these agreements call for payments to be made to the Corporation annually, subject to the appropriation by Parliament, at the beginning of each fiscal year, based on the estimated cash requirements for the coming year. During the year ended March 31, 2012, the Corporation received \$24,500,000 under the agreement dated March 31, 2008, \$27,500,000 under the agreement dated March 31, 2010 and \$3,100,000 under the agreement dated January 3, 2012. The changes in the deferred contributions balance for the year are as follows:

	2012	2011
Balance, beginning of year	\$ 38,450,015	\$ 50,120,086
Add: grants received	55,100,000	46,900,000
Add: investment income	713,900	1,173,917
Add (less): amounts invested in capital assets	1,078	(29,602)
Less: amounts amortized to revenue	(63,773,625)	(59,714,386)
	<b>\$ 30,491,368</b>	<b>\$ 38,450,015</b>

## 7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

Deferred contributions related to capital assets represent restricted contributions with which capital assets were originally purchased. The changes in the deferred contributions balance for the year are as follows:

	2012	2011
Balance, beginning of year	\$ 78,703	\$ 81,404
Add: purchase of capital assets	-	29,602
Less: disposal of capital assets	(1,078)	-
Less: amounts amortized to revenue	(26,597)	(32,303)
	<b>\$ 51,028</b>	<b>\$ 78,703</b>

**8. CAPITAL MANAGEMENT**

The Corporation defines capital as its deferred contributions.

The Corporation's objectives in managing capital are to safeguard its ability to continue as a going concern and pursue its strategy of promoting genomics research by funding eligible projects that meet the mandate and criteria of its funder, the Government of Canada, and provide benefits to other stakeholders. Management continually monitors the impact of changes in economic conditions on its investment portfolio and its funding commitments. There were no changes to the Corporation's approach to capital management during the year.

**9. SUPPLEMENTAL CASH FLOW INFORMATION**

	<b>2012</b>	2011
Non-cash transactions excluded from the increase (decrease) in deferred contributions (Note 6)		
Loss on disposal of investments	\$ (553,729)	\$ (474,889)
Amount transferred from (to) capital assets	1,078	(29,602)
Fair value adjustment	(175,375)	(215,626)
	<b>\$ (728,026)</b>	<b>\$ (720,117)</b>

**10. COMMITMENTS***Committed funding*

The Corporation is committed to finance approved research projects, science and technology platforms and Genome Centre operations in accordance with established agreements. As at March 31, 2012, the payments committed are approximately \$55,951,906 in 2013 and \$30,305,325 for other future years.

*Consulting*

The Corporation has entered into three consulting agreements expiring at various dates in 2012 and 2013. The payments committed amount to \$170,340 in 2013 and \$163,080 in other future years.

*Operating leases*

The Corporation leases its premises and equipment under long-term operating leases, which expire at various dates between 2012 and 2017. The minimum aggregate lease payments are approximately as follows:

<b>2013</b>	<b>\$ 135,857</b>
<b>2014</b>	<b>30,607</b>
<b>2015</b>	<b>9,245</b>
<b>2016</b>	<b>9,245</b>
<b>2017</b>	<b>3,958</b>

**11. CONTINGENCIES**

In the normal course of business, the Corporation has entered into a lease agreement for premises. It is common in such commercial lease transactions for the Corporation as the lessee, to agree to indemnify the lessor for liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The Corporation has liability insurance that relates to the indemnifications described above.

**12. FAIR VALUE OF FINANCIAL INSTRUMENTS**

The carrying value of cash and cash equivalents, interest receivable, other receivables and accounts payable and accrued liabilities approximates their fair value because of the relatively short period to maturity of the instruments.

The fair value of investments is disclosed in Note 4 to the financial statements.

The Corporation is not subject to significant currency risk arising from its financial instruments. The Corporation is exposed to credit and interest rate risk with respect to its interest-bearing investments. The Corporation diversifies its investments to reduce the credit risk to an acceptable level.

**13. COMPARATIVE FIGURES**

Comparative figures have been reclassified to conform to the current year's presentation.

## STATEMENT OF REMUNERATION

### Directors

Directors are not compensated for regular Board and Committee duties.

### Officers

The following individuals are officers of Genome Canada and have employment agreements which include base salary, employee benefits, and eligibility for performance awards which, as of March 31 2012, fell within the following ranges:

#### Cindy Bell

Executive Vice-President, Corporate Development  
\$207,000 - \$281,000

#### Guy D'Aloisio

Vice-President, Finance  
\$186,000 - \$241,000

#### Carol Anne Esnard

Chief Administrative Officer  
\$156,000 - \$209,000

#### Jacques Guerette

Vice-President, Communications  
\$157,000 - \$200,000

#### Pierre Meulien

President and CEO  
\$275,000 - \$376,000

#### Dale Patterson

Vice-President, External Relations  
\$207,000 - \$268,000

#### Karl Tibelius

Vice-President, Genomics Program  
\$190,000 - \$226,000

### Employees

The following individuals are employees of Genome Canada whose remuneration exceeds \$100,000. These employees have employment agreements which include base salary, employee benefits, and eligibility for performance awards which, as of March 31 2012, fell within the following ranges:

#### Karen Dewar

Director, Genomics Programs  
\$134,000 - \$167,000

#### Helene Meilleur

Director, Sponsorships & Events  
\$124,000 - \$154,000

#### Karine Morin

Director National GE<sup>3</sup>LS Program  
\$107,000 - \$129,000

#### Kate Swan

Associate Director Genomics Programs  
\$93,000 - \$106,000

#### Normand Therrien

Finance Officer  
\$104,000 - \$119,000

## BOARD & MANAGEMENT

### Board of Directors

(as of March 31, 2012)

C. Thomas Caskey, Chair  
Professor, Molecular and Human Genetics  
Baylor College of Medicine  
Houston, Texas

Prabhat D. (Pete) Desai, Vice-Chair  
President  
Desai & Desai Inc  
Calgary, Alberta

Heather Davis  
Executive Director  
Pfizer Global R&D, Vaccines Research, Site Head,  
Ottawa Laboratories

Sylvie Dillard  
Past President  
Science and Technology Council  
Quebec Ministry of Economic Development,  
Innovation and Export Trade  
Québec, Québec

René Douville  
Past Director, National Client Group  
RBC Capital Markets  
Montreal, Quebec

Daniel Gagnier  
Chairman  
International Institute for Sustainable Development  
Rawdon, Quebec

Peter Harder  
Senior Policy Advisor  
Fraser Milner Casgrain LLP  
Ottawa, Ontario

Yvan Hardy  
Panel Member  
International Resource Panel for Sustainable  
Resource Management  
Ottawa, Ontario

Lorne Hepworth  
President  
CropLife Canada  
Ottawa, Ontario

Eric M. Meslin  
Founding Director  
Indiana University Center for Bioethics  
Associate Dean for Bioethics and Professor of  
Medicine, and Medical and Molecular Genetics, Public  
Health and Philosophy  
Indiana University  
Indianapolis, Indiana

Pierre Meulien  
President and CEO  
Genome Canada  
Ottawa, Ontario

Robert Orr  
President & CEO  
Slanmhor Pharmaceutical Inc.  
Bedford, NS

Stephen W. Scherer  
Director, Centre for Applied Genomics and Senior  
Scientist, The Hospital for Sick Children  
Director, McLaughlin Centre for Molecular Medicine  
University of Toronto  
Professor of Medicine, University of Toronto  
Toronto, Ontario

George Weinstock  
Associate Director  
The Genome Center, Washington University  
Professor of Genetics  
St. Louis, Missouri

**Ex Officio Advisors**

Alain Beaudet  
President  
Canadian Institutes of Health Research  
Ottawa, Ontario

Suzanne Fortier  
President  
Natural Sciences and Engineering Research Council  
of Canada  
Ottawa, Ontario

Chad Gaffield  
President  
Social Sciences and Humanities Research Council of  
Canada  
Ottawa, Ontario

John R. McDougall  
President  
National Research Council of Canada  
Ottawa, Ontario

Gilles G. Patry  
President and CEO  
Canada Foundation for Innovation  
Ottawa, Ontario

**Science and Industry Advisory Committee**  
(as of March 31, 2012)

Jacques Simard, Chair  
Canada Research Chair in Oncogenetics  
Department of Molecular Medicine  
Faculty of Medicine, Laval University  
Québec, Québec

Anne Christine Bonfils  
Senior Science/Policy Integration Analyst  
National Research Council of Canada  
Ottawa, Ontario

William L. Crosby  
Professor of Biological Sciences  
University of Windsor  
Windsor, Ontario

David J. Drutz  
President  
Pacific Biopharma Associates, LLC  
Chapel Hill, NC

Douglas Easton  
Director, Cancer Research UK  
Genetic Epidemiology Group  
University of Cambridge  
Cambridge, England

Joseph Ecker  
Professor, Plant Molecular and Cellular Biology  
Laboratory  
Salk Institute for Biological Sciences  
La Jolla, CA

Edna Einsiedel  
Professor, Faculty of Communication & Culture  
University of Calgary  
Calgary, AB

Stacey Gabriel  
Director, Genetic Analysis Platform Program  
Co-Director, Genome Sequence Analysis Program  
Co-Director, Program in Medical and Population  
Genetics  
Broad Institute  
Cambridge, MA

Simon Gaskell  
Principal of Queen Mary  
University of London  
London, England

Klaus Lindpaintner  
Vice President, Research & Development  
Chief Scientific Officer  
Strategic Diagnostics Inc.  
Newark, NJ

Si Lok  
Scientific Director, Professor and Chair of Genomic  
Medicine  
Genome Research Centre  
The Li Ka Shing Faculty of Medicine  
Hong Kong University  
Hong Kong, China

Jean Weissenbach  
Director, Genoscope - Centre National de  
Séquençage/CEA  
Paris, France

John Yates III  
Professor, Department of Cell biology  
Scripps Research Institute  
La Jolla, CA

**Officers**

**(as of March 31, 2012)**

C. Thomas Caskey  
Chair, Board of Directors

Prabhat D. (Pete) Desai,  
Vice-Chair, Board of Directors

Jean Brunet, Stein Monast L.L.P.  
Secretary, Board of Directors

Cindy Bell  
Executive Vice-President, Corporate Development

Guy D'Aloisio  
Vice-President, Finance

Carol Anne Esnard  
Chief Administrative Officer

Jacques Guerette  
Vice-President, Communications

Pierre Meulien  
President and CEO

Dale Patterson  
Vice-President, External Relations

Karl Tibelius  
Vice-President, Genomics Program