Genome Canada

January 31, 2025

Genome Canada Corporate Plan 2025-26

GENOME CANADA'S COMMITMENT TO INDIGENOUS EQUITY AND INCLUSION

Genome Canada's main office is located on the traditional, unceded territory of the Algonquin Anishinaabeg Nation. As a national organization, we support activities taking place on the traditional territories of many First Nations, Inuit and Métis peoples across the country. We recognize past and ongoing injustices perpetrated against Indigenous Peoples as part of the colonial project in Canada, including violence, oppression, land theft and harmful attempts to erase culture.

Given Canada's colonial foundation and how it shapes the discourse and practice of science—especially genomics and related health and biomedical research—Genome Canada commits to fostering Indigenous truth, reconciliation and engagement in our programs to address the gaps in the participation of underrepresented, equity-deserving and Indigenous groups in Canada's genomics research agenda, data sets and governance.

Genome Canada commits to working in co-creative partnership with Indigenous researchers, leaders and communities to develop and support a stand-alone and distinctions-based strategy to bolster Indigenous genomics leadership in Canada.

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Table of contents

1. Our mission, approach and strategy

Mission

We lead large-scale, multidisciplinary, pan-Canadian initiatives, bridging the gap between curiosity-driven research and real-world impact.

We convene researchers, companies and institutions, acting as a force multiplier to better Canada's economy, environment and health.

We illuminate new frontiers of genomic knowledge and innovation, strategically funding the creation and application of new knowledge, data assets and technologies that lift up whole systems, industries and communities.

Approach

Genome Canada has embraced a mission-driven, challenge-based approach to research funding that ignites innovation and drives real-world impact.

By tackling targeted, high-priority challenges, we focus the power of genomics where it matters most—from improving health, to protecting the environment, to growing our economy. This approach breaks down silos, encouraging collaboration across disciplines and sectors. It is not just about generating new knowledge, but also translating it into solutions that address Canada's most pressing needs today and long term. With a clear mission in sight, we ensure every dollar invested brings us closer to tangible, measurable benefits for Canadians and the world.

Strategy

We are poised to drive transformative change with our cross-sectoral focus on health, food and agriculture, and natural resources. The "why" behind our strategy is clear:

- **Boost** Canada's economic productivity by commercializing and implementing cutting-edge genomics technologies.
- **Safeguard** Canada's environmental trust and address climate change while ethically deriving value from our natural resources.
- **Strengthen** national security by building capacity to protect against pandemics, insecure supply chains, environmental risks and shifting global dynamics.
- **Pursue** inclusivity in genomics, ensuring all Canadians are represented in our health data and benefit from economic and social gains—from coast to coast to coast.

2. Priorities, expected results and outcomes for 2025-26 and beyond

Genome Canada's mission-driven, challenge-based approach to genomics research will continue delivering results for Canadians. The table below identifies our long-term priority areas and describes our five-year goals.

Priority	Five-year goals
Canadian Precision Health Initiative	– Shorten the patient diagnostic and treatment odyssey. – Drive creation of a public database of 100K genomes. – Help build AI-enabled tools to use that data to create health impacts. – Support equity and representation within genomics-based research and outcomes. – Establish community engagement and provide leadership towards positive health outcomes.
Agriculture Impacts Initiative	– Increase agricultural production efficiently and ecologically. – Develop more resilient crops and livestock. – Ensure the stability of food production. – Enable supply chains to supply change.
Bioeconomy Growth Initiative	– Halt and reverse biodiversity loss. – Grow a resilient natural resources-based Canadian economy.
Canadian Biotechnology Innovation and Commercialization Initiative	– Develop and exploit genomics intellectual property in Canada. – Commercialize genomics technology. – Help Canadian firms grow and compete internationally. – Make Canada more innovative and productive.
Organizational excellence	– Live our corporate values—relentlessly impact-focused, intentionally inclusive, purposeful partner, effortlessly agile and seriously smart. – Ensure a strong and healthy culture and effective and efficient processes to support our mission.

Two foundational elements are embedded in everything we do, shaping and elevating our initiatives to ensure they are equitable, inclusive and impactful. They also define how we engage with the communities we serve and the challenges we address.

The first is our **commitment to addressing historical inequities**, particularly by promoting equitable benefit-sharing and respecting Indigenous rights to self-determination in genomics research. We are building a future-focused, distinctions-based framework that ensures that Indigenous perspectives, knowledge and leadership are integral to our work. This is more than a responsibility. Rather, it is a vital step towards fostering trust and collaboration while creating research outcomes that are meaningful, just and more readily accessible. By embedding the principles of inclusion, diversity, equity and accessibility and Indigenous training, recruitment and engagement across all of our programs, policies and skills and training initiatives, we aim to remove systemic barriers and create opportunities for equity-deserving groups.

The second foundational element is **data as a cornerstone of innovation and progress**. Canada has the potential to lead globally in developing and stewarding data assets that drive advancements in health, agriculture and climate solutions. To achieve this, we are building robust data frameworks that address pressing challenges such as storage, access, consent and Indigenous data sovereignty. These frameworks not only ensure the safe and ethical use of data but also enable diverse stakeholders—from academic researchers to community organizations—to harness its potential. Our work includes fostering collaboration through a national data alliance, expanding capacity for advanced analytics, and ensuring the long-term governance and sustainability of these resources. Demonstrating how data can be a powerful tool for societal and scientific advancement is key to Canadian leadership.

Deeply embedding these two elements in every aspect of our work ensures that we not only achieve technical and scientific excellence but also create inclusive, sustainable and transformative systems in which the benefits of our efforts are shared by all.

SUMMARY OF EXPECTED RESULTS AND OUTCOMES FOR 2025-26 AND BEYOND

Priority	A. Canadian Precision Health Initiative	B. Agriculture Impacts Initiative	C. Bioeconomy Growth Initiative	D. Canadian Biotechnology Innovation and Commercialization Initiative	E. Organizational excellence
Definition	Improve personal, community and population health by enabling the use of genomics in the clinic and expanding national genomics surveillance.	Produce more high-quality, safe food with less environmental impact, while growing a more diverse global market share and increasing Canadian exports.	Deliver knowledge, nature-based technologies and data to understand Canadian biodiversity, address drivers of climate change, and adapt to its impacts.	Support a strong, secure and resilient economy through bio-based technologies, processes and data assets in agri-food, health, natural resources and energy.	Live our corporate values and ensure a strong and healthy culture and effective and efficient processes to support our mission.
Major activities for 2025-26	Enhance the storage, governance and sustainability of data generated through our initiatives, while wrapping up and disseminating key learnings from ongoing projects. Strengthen national and international collaboration by establishing a health genomics coalition with industry partners and advancing strategic leadership in global genomics initiatives.	Continue running Climate-Smart Agriculture and Food Systems (CSAFS) projects and Hubs. Support skills development and training for equity-deserving groups in agriculture and food systems.	Enhance the impact of existing biodiversity projects by fostering collaboration and cross-engagement. Convene a representative coalition of Canadian stakeholders. Support skills development and training for equity-deserving groups within the bioeconomy.	Support next round(s) of commercialization projects and provide impact support for past and existing projects. Convene regional and national leaders in the biotechnology innovation ecosystem to coordinate our research, training and commercialization investments.	Continue digital transformation of processes through ongoing implementation of a Grants Management System (GMS) and Customer Relations Management (CRM) tool. Continue developing integrated planning and reporting processes.
Key outputs in 2025-26	Funding initiatives in the Canadian Precision Health Initiative (CPHI) and Environmental DNA (eDNA) Surveillance Initiative and support for data	Continued support for the CSAFS Interdisciplinary Challenge Teams and the Knowledge Mobilization &	Connection of existing biodiversity projects to drive towards coordinated biodiversity data and outcomes.	Support for a diverse portfolio of projects across health, agriculture and environment with both public- and private-sector partners.	Complete implementation of GMS and CRM tool. Testing and integration of new project management, impact

Priority	A. Canadian Precision Health Initiative	B. Agriculture Impacts Initiative	C. Bioeconomy Growth Initiative	D. Canadian Biotechnology Innovation and Commercialization Initiative	E. Organizational excellence
	initiatives that will help manage, govern and analyze CPHI data. Support for existing health data initiatives, including partnership with the Canadian Institutes of Health Research (CIHR) in bioinformatics, and for sponsorships or partnerships that advance our long-term objectives.	Implementation Hub and Data Hub. Support for capacity building through sponsorships and/or partnerships within the Canadian agriculture and food ecosystem.	Convening of a working group to identify gaps and opportunities for genomics, biodiversity and natural resources.	Convening of relevant leaders to identify opportunities to increase commercialization in genomics. Support for capacity building through sponsorships and/or partnerships within the Canadian biotechnology ecosystem.	support and reporting tools.
Short-term outcomes (2 to 3 years out, 2026-27 & 2027-28)	Increased collaboration across stakeholders in health genomics to create an actionable data set of human genomes. Increased capacity for Indigenous-led health genomics. Creation of funded cadre of bioinformatics capacity actively engaging in genomics. Broad engagement of human genome work across multi-omics in Canada for data collation and use.	Application of genomics technologies in agriculture, resulting in lower greenhouse gas (GHG) emissions. Suite of projects that address stakeholder-identified genomic technology needs.	Continuity across our existing biodiversity investments through agreements, data governance and data. Active engagement with the biodiversity and natural resources genomics on strategic directions.	Increased business sector expenditures in public/private R&D partnerships. Suite of projects that address stakeholder-identified biotechnology needs. Increased regional innovation activities.	Streamlined funding application, review and post-award processes. Improved efficiency in stakeholder engagement and ecosystem coordination. Reduced burden for reporting and greater project impact. Improved data-driven decision-making ability. Efficiency and quality gains in diligence processes.

Priority	A. Canadian Precision Health Initiative	B. Agriculture Impacts Initiative	C. Bioeconomy Growth Initiative	D. Canadian Biotechnology Innovation and Commercialization Initiative	E. Organizational excellence
	Development of frameworks and roadmaps for Canada.				
Medium-term outcomes (4 to 5 years out, 2028-29 & 2029-30)	A diverse, usable human genome dataset, supported by connected international genomic data systems with large-scale analysis and actionable data driving research & innovation and health system benefits. Increased provincial health system capacity and application, including support for genomic testing capabilities and interpretation across regions in Canada. Increased commercialization of large-scale genomic health data, particularly through the application of AI. Active genomics-based pathogen surveillance projects and ways to act on results. Data that is standardized, connected, interoperable and accessible to diverse stakeholders.	Improved productivity and profitability of Canadian agriculture and food systems. Increased support for stakeholders to implement genomics technologies to reduce GHG emissions. Suite of companies, farmers and producers using new genomics solutions to deliver more effective, efficient and/or profitable services and products.	Contribution of data and information by our broad portfolio of biodiversity investments to pan-Canadian biodiversity efforts. Use of genomics technologies, data and analytics to deliver effective biodiversity maintenance and ecosystem functionality in Canada and globally. Improved data and understanding to support a sustainable and competitive natural resource sector.	Increased invention and commercialization of Canadian biotechnology innovations. Enhanced public/private collaborations and partnerships that increase private-sector R&D investment. Increased regional innovation and commercialization capacity. Improved coordination and value creation across the pan-Canadian biotechnology ecosystem.	Efficiency gains in operations and reporting. More effective stakeholder engagement that drives meaningful discussions and use of genomics. Efficiency gains in reporting from projects and operations, with concurrent improvement in translation to impact. Accelerated diligence processes without reduction in quality. Increased effectiveness and impact of our funding programs due to data-driven continuous improvement.

3. Successes and impacts in 2024-25

The Genome Canada 2024-25 Corporate Plan outlined six primary investment objectives for the year:

- three focused on the benefits to Canada and its people, communities and environment; and
- three focused on delivering a Genome Canada and broader genomics ecosystem that is able to deliver those impacts.

Priority	Definition
Healthy populations	Improve personal, community and population health for all Canadians by enabling access to large-scale data to improve health outcomes clinic and expanding national genomics surveillance.
Prosperous society	Support a strong, secure and resilient economy through bio-based technologies, processes and data assets in agri-food, natural resources and energy.
Sustainable environment	Deliver new knowledge, nature-based technologies and data to understand Canadian biodiversity, address drivers of climate change, and plan adaptation to its impacts.
Inclusive genomics	Address historic inequities in genomics research, promote equitable benefit-sharing, and respect Indigenous rights to self-determination in genomics research and implementation.
Actionable data assets	Drive the development of large-scale, ready-to-use Canadian data assets, and develop tools for analysis, understanding and implementation of genomic data findings.
Organizational excellence	Live our corporate values and ensure a strong and healthy culture and effective and efficient processes to support our mission.

Here are highlights of successes and impacts in each priority area from last year.

Healthy populations

Goal: To create systems and connectivity for health-related genomics across Canada.

We continued to make transformative advancements in precision health, significantly improving patient outcomes and healthcare equity. By launching Pillar I of the CPHI, a large-scale genomic data asset that reflects the country's diverse population, we laid the foundation for a modern, precision health system that delivers personalized care and sets a new

standard in healthcare. Access to genome-wide sequencing expanded across the country, supported by robust data-sharing frameworks and patient-community engagement efforts. These advances have reduced barriers to data sharing, strengthened regional capacity and enabled more equitable and ethical use of precision health tools, directly benefiting patients with rare diseases and their families.

In Indigenous health, the creation and expansion of the Indigenous Background Variant Library within the Silent Genomes initiative increased Indigenous representation in genomic research while prioritizing Indigenous governance over data use and sharing. This work has fostered inclusion and strengthened collaboration across Canada's genomic landscape. Real-world health impacts from our 2017 Large-Scale Applied Research Project Competition in precision health include improved diagnostic success for Indigenous children with genetic conditions, better understanding and management of adverse drug reactions in pediatric cancer patients, and new insights into the role of the microbiome in chronic health conditions such as asthma and irritable bowel disease.

Innovative methods such as those used in our eDNA Surveillance Initiative continued to enhance Canada's public health monitoring capabilities, improve pandemic preparedness and enable personalized treatment strategies through the integration of ecosystem and health data.

Prosperous society

Goal: To support genomic technology projects that aim to deliver tangible prosperity benefits.

We continued to drive meaningful outcomes through the CSAFS initiative by strengthening the resiliency, environmental sustainability and economic viability of Canada's food production systems. We launched two key Hubs in July 2024: Canada's first national agricultural and agri-food genomics Data Hub for climate action; and a Knowledge Mobilization & Implementation Hub to translate genomic innovations into practical solutions for communities, producers, companies, consumers and governments. We made ongoing investments in the nine Interdisciplinary Challenge Teams announced last year, enabling transformative advancements in addressing climate-related challenges in agriculture.

The LSARP Competition for Genomic Solutions in Agriculture, Agri-Foods, Fisheries, and Aquaculture continued to deliver measurable impacts through eight supported projects. We advanced sustainability and productivity across key sectors by reducing reliance on antibiotics through a One Health approach and enhancing the genomic capacity of wheat breeding to address global food security challenges. Such results are strengthening Canada's competitive position on the global stage while addressing critical issues that affect long-term agricultural viability and food supply.

Our demand-driven collaborative applied research projects continued to generate broad economic and societal benefits by fostering public-private partnerships and accelerating the adoption of genomic solutions in health, the environment and agri-food sectors. Recent funding supported eight project teams and four technology platforms, ensuring that innovative solutions

are scaled effectively to address pressing challenges. By continuing to provide impact support for previously funded projects, we are maximizing their long-term value and reinforcing Canada's global leadership in genomics innovation.

Sustainable environment

Goal: To establish a Canadian approach to genomics for biodiversity through coordinated genomics investments.

By integrating the biodiversity projects we support, we further contributed to pan-Canadian biodiversity efforts to enhance data standardization and foster actionable insights. These efforts are strengthening collaboration between academics and not-for-profit organizations in the biodiversity sector, creating a unified approach to addressing critical challenges and leveraging genomics for measurable environmental improvements.

Through our leadership role in creating a Canadian biodiversity stakeholder coalition, we are maximizing the value of genomics technologies within broader national biodiversity initiatives. We laid the foundation for collaborative action by convening a diverse stakeholder working group, with representation from academia, government and not-for-profits. The first meeting, held in December 2024, and the establishment of terms of reference drove collective efforts to integrate genomics innovations into Canada's biodiversity strategies, ensuring long-term ecological and societal benefits.

The LSARP Competition for Genomic Solutions for Natural Resources and the Environment continued to deliver transformative outcomes in building resilience to climate change across Canada's natural resources and ecosystems. The eight supported projects address critical challenges, such as enhancing the resilience of pine forests against mountain pine beetle infestations and advancing technologies for remediating northern wetlands impacted by industrial by-products. These initiatives, which demonstrate the potential of genomics to address complex ecological issues, are improving Canada's environmental sustainability.

Inclusive genomics

Goal: To develop our Indigenous genomics approach, and the systems and capacity support for equitable genomics more broadly.

We continued to advance equitable genomics by developing an Indigenous genomics approach and strengthening systems and capacity to ensure inclusivity. The introduction of our distinctions-based Indigenous Engagement Charter in October 2023 marked a significant step forward in embedding respect, self-determination and partnership into our genomics investment strategies. This living document, shaped by insights from Indigenous leaders and community partners, is a framework for fostering meaningful collaboration, ensuring inclusive program design and measuring equitable benefit-sharing. By aligning our efforts with the values and priorities of Indigenous communities, we are shaping a genomics future that is respectful, inclusive and impactful.

Our Applicant and Reviewer Demographic Tracking Initiatives, launched in December 2022, created a measurable foundation for fostering greater inclusion, diversity, equity and accessibility within the genomics research ecosystem. By identifying systemic barriers and establishing demographic baselines, we are driving progress towards a more diverse and representative pool of lead investigators and contributors. We integrated these initiatives into our digital transformation strategy, including the implementation of a more modern grant management system, enabling us to better track and enhance equity in genomics research and innovation.

We continued to invest in skills and training programs that empower equity-deserving groups to access and contribute to genomics technologies. Through strategic partnerships, we are building capacity in areas such as STEM, bioinformatics, Indigenous data governance, and science and technology studies, supporting the next generation of genomics leaders. Our contributions to initiatives such as the Silent Genomes Project, SING Canada and the Canadian Black Scientist Network exemplified our commitment to amplifying community-based efforts. These investments are driving progress towards a more inclusive and equitable genomics ecosystem that reflects the diverse strengths of Canada's communities.

Actionable data assets

Goal: To launch the coalitions, structures, systems and guidance for building actionable pan-Canadian large genomic data sets.

We continued building the foundation for actionable, pan-Canadian genomic datasets by creating the coalitions, systems and frameworks necessary to drive research, innovation and societal impact. Through the Canadian Bioinformatics, Computational Biology, and Health Data Sciences Training and Community Platform, we further strengthened Canada's data science capacity. In partnership with CIHR and Mitacs, we supported this Platform that awarded $5.5 million to early-career researchers, of which we contributed $500,000 to an awardee in bioinformatics and computational biology. This initiative is fostering a skilled workforce and building a collaborative community capable of advancing Canada's genomics ecosystem.

The Canadian Genomics Library, launched in October 2023 with a $15 million CIHR grant, is transforming genomic data sharing across the country. Supported by our CPHI, the Library will integrate genomic data from over 100,000 people living in Canada, beginning in Spring 2025, to accelerate research, foster innovation and improve health outcomes. The Library will meet critical needs, including harmonizing and integrating data, ensuring secure and private storage, facilitating easy access, managing Indigenous data, and providing quality review, reporting and evaluation. These efforts are creating a robust and sustainable infrastructure for the responsible use of genomic data.

To further align efforts, we initiated the National Genomics Alliance, initially focusing on the CPHI. In May 2024, we convened public, private, academic, end-user and community stakeholders to identify Canada's greatest health data needs and provide strategic guidance for a unified genomics data ecosystem. In November 2024, we partnered with The Hospital for Sick Children and CIHR-Institute of Genetics to host an engagement event at the American Society of Human Genetics annual meeting, strengthening partnerships with Canadian and international stakeholders to support collaboration and drive progress in health-related genomics initiatives.

Globally, we continued to lead efforts to address critical challenges through evidence-based genomic solutions. By investing in international initiatives such as the Global Biodata Coalition and the Global Alliance for Genomics and Health (GA4GH), we are advancing standards for harmonized data sharing and responsible access to genomic data. During the GA4GH meeting in Melbourne in September 2024, we engaged Canadian leaders to address challenges and opportunities in data management. As an active member of the International Consortium for Personalised Medicine, we align with the World Health Organization's equity-focused initiatives while participating in biodiversity discussions with international partners at COP15 and COP16. These efforts position Canada as a leader in creating impactful genomic data strategies on the global stage.

Organizational excellence

Goal: To align our people, processes and technologies to maximize our impact.

We made significant strides in enhancing organizational excellence by aligning people, processes and technologies to maximize impact. Our new GMS, launched in mid-2024, streamlined our funding application reviews and post-award management. By October 2024, over 60 letters of intent and 11 full proposals had been submitted through the GMS, which has also integrated more than 1,100 historical project records, including 200 active projects, into one platform. This has greatly improved project oversight and accessibility. We rolled out a CRM tool in early 2024, enabling more efficient engagement with stakeholders and partners. By October 2024, we had tracked nearly 5,000 activities, supporting events such as the Canadian Genomics Summit, which will engage over 200 partners in 2025. This CRM tool is now central to managing our external relationships and outreach.

Our digital transformation efforts continued to drive advancements in performance management and impact reporting. We use these systems to track progress, generate dashboards and report the outcomes of our initiatives and partnerships to the Board, Innovation, Science and Economic Development (ISED), and other stakeholders, ensuring greater transparency and accountability in achieving organizational goals.

In addition, we completed our development and deployment of integrated planning, ensuring that we effectively allocate resources to deliver on organizational priorities.

Remaining operating challenges in 2024-25

Genome Canada now receives funding through the federal government's Strategic Science Fund (SSF), with the results announced in December 2023. The SSF outcomes provide us with a welcome five-year horizon to implement a national action plan that leverages Canada's genomics ecosystem to address critical economic, environmental, health and social challenges.

However, given the reduction in our overall funding from this announcement, we were cautious about committing funds and resources to various programs and initiatives during the early part of this fiscal year, until our contribution agreement was

finalized in July 2024. With the agreement now active, we are working diligently, and under tight timelines, to ensure we can deliver the required programming within the fiscal year.

With a more streamlined funding profile, we have refocused our strategic planning and realigned our resources. We are collaborating closely with the regional Genome Centres to maintain the strength of our collaborative model. We continue to work with the Centres and other ecosystem partners to lay the groundwork for the next four years of SSF funding, ensuring we continue to deliver meaningful impact for Canadians.

We have navigated the SSF outcomes effectively, making intentional and strategic decisions to maximize our future investments. With a stable and predictable five-year funding model in place, we are moving forward with greater certainty and focus, which will be reflected in our five-year strategic action plan, set for release in early 2025.

4. Financial management

The federal government, through ISED, has invested approximately $2.0 billion in Genome Canada since 2000-01. All funding is provided through contribution agreements between Genome Canada and ISED. Genome Canada and the Genome Centres leverage these investments by securing co-funding from national and international organizations, provincial governments, universities, not-for-profit organizations, and private- and public-sector partners. This approach strengthens the overall impact and investment in the genomics research ecosystem.

Investment and management of funds

Genome Canada and the Genome Centres use rigorous financial management, decision-making and oversight practices to enable maximum investment in genomics research while mitigating potential financial risks.

The investment of Genome Canada’s funds in alignment with our strategic priorities is achieved through a well defined and established governance and accountability structure.

The Programs Committee supports the Board of Directors by ensuring our investments in research and activities are aligned with our strategic priorities and adjudicated as per our review policies. The Committee provides advice to the Board on research programs and projects, research partnerships and collaborations, competitions and program evaluation.

The Audit and Investment Committee supports the Board in fulfilling its fiduciary responsibilities with respect to the management of funds. The Committee meets quarterly and reports to the Board on the outcome of its deliberations.

The Committee is mandated by the Board to:

- provide direction, oversight and advice with respect to the accounting, auditing, financial reporting, internal controls, corporate risk assessment and financially related legal compliance functions of Genome Canada; and
- provide direction, oversight and advice with respect to matters involving the investment management of any funds at our disposal, including the formulating of investment policies and investment strategies with respect to our investments.

Source and use of funds for 2025-26

Since our inception, Genome Canada has managed 15 contribution agreements. As the funds from previous contribution agreements have been fully invested and disbursed, in 2025-26 we will be managing funding from the following four active contribution agreements.

TABLE OF ACTIVE CONTRIBUTION AGREEMENTS

Federal budget	Competitions
Budget 2016 ($237.2 million)	• Two competitions in large-scale applied genomics research • Genomics Technology Platforms • Bioinformatics and Computational Biology • Genomic Applications Partnership Program (GAPP) • Genomics in Society Interdisciplinary Research Teams (GiSIRT) • National and international partnerships and strategic initiatives, including the Structural Genomics Consortium • Regional Priorities Partnership Program (RP3) • All For One Initiative • Contribution to the operations of the six regional Genome Centres and Genome Canada up to 2019-20
Budget 2019 ($100.5 million)	• One competition in large-scale applied genomics research • Genomics Technology Platforms • Genomic Applications Partnership Program (GAPP) • Structural Genomics Consortium (SGC) • COVID-19 Regional Genomics Initiative • Contribution to the operations of the six regional Genome Centres and Genome Canada up to 2021-22
Budget 2021 ($136.7 million)	• Genomics Technology Platforms • Genomic Applications Partnership Program (GAPP) • Climate-Smart Agriculture and Food Systems (CSAFS) • National strategic initiatives in collaboration with partners • COVID Relief Program • Emerging Priorities • Contribution to the operations of the six regional Genome Centres and Genome Canada up to 2023-24
Strategic Science Fund ($154.2 million)	• Canadian Precision Health Initiative • Silent Genomes • Canadian Human Genome Library • Environmental DNA (eDNA) Surveillance Initiative • Bio/Environment challenge • Agriculture challenge • Emerging Priorities • Contribution to the operations of the six regional Genome Centres for 2024-25 and Genome Canada up to 2028-29

Receipts and disbursements of active agreements

The following table provides an estimate of the receipts and disbursements for the four active funding agreements.

TABLE OF RECEIPTS AND DISBURSEMENTS OF ACTIVE AGREEMENTS

Details (in million of dollars)	Actuals to December 31, 2024	Remaining Forecast 2024-25	Forecast 2025-26	Future Forecast	Total	Estimated Co-Funding	Genome Canada and Co-Funding	%
RECEIPTS								
Government of Canada								
B2016	237.2	-	-	-	237.2		237.2	16%
B2019	91.5	9.0	-	-	100.5		100.5	7%
B2021	71.7	13.2	17.2	34.6	136.7		136.7	9%
SSF	10.9	17.7	24.9	100.7	154.2		154.2	10%
Co-funding						881.8	881.8	58%
TOTAL - Receipts	**411.3**	**39.9**	**42.1**	**135.3**	**628.6**	**881.8**	**1,510.4**	**100%**
DISBURSEMENTS								
Research projects & Genome Centres Funding								
2017 LSARP: Genomics and Precision Health	44.1	0.6			44.7	117.9	162.6	10.8%
2018 LSARP: Genomics and Agriculture, Agri-Food, Fisheries & Aquaculture	29.0	1.2	0.4		30.6	47.7	78.3	5.2%
2020 LSARP: Natural Resources and the Environment	17.1	4.4	2.5	0.4	24.4	35.3	59.7	4.0%
Genomics Technology Platforms	72.6	0.3			72.9	80.7	153.6	10.2%
Genomic Applications Partnership Program	85.9	18.4	14.0	5.1	123.4	264.8	388.2	25.7%
Bioinformatics and Computational Biology	9.5	0.1			9.6	20.3	29.9	2.0%
Structural Genomics Consortium	15.2				15.2	81.5	96.7	6.4%
Emerging Issues and Strategic Initiatives	4.7	0.8	0.7		6.2	6.2	12.4	0.8%
Climate-Smart Agriculture and Food Systems	8.3	4.9	8.0	11.7	32.9	45.3	78.2	5.2%
Regional Priorities	6.0				6.0	15.0	21.0	1.4%
Genomics in Society Interdisciplinary Research Teams	2.0	0.2	0.4		2.6	3.3	5.9	0.4%
All For One Health Data Ecosystem (does not include the GAPP projects)	1.2	0.2	0.1		1.5	0.1	1.6	0.1%
COVID Relief Program	10.0				10.0	-	10.0	0.7%
Technology Development	3.4	1.2	1.5		6.1	0.3	6.4	0.4%
eDNA Surveillance		4.3			4.3	3.5	7.8	0.5%
Silent Genomes		2.0			2.0	1.0	3.0	0.2%
Canadian Human Genome Library		2.0			2.0	-	2.0	0.1%
Canadian Precision Health Initiative (Phase 1 and Phase 2)		8.3	16.8	52.3	77.4	77.4	154.8	10.2%
Bio/Environment Challenge				25.0	25.0	25.0	50.0	3.3%
Agriculture Challenge				10.0	10.0	10.0	20.0	1.3%
Emerging Priorities				8.0	8.0	8.0	16.0	1.1%
Genome Centres' operations	37.6	0.9			38.5	38.5	77.0	5.1%
TOTAL – Research projects and Genome Centres funding	**346.6**	**49.8**	**44.4**	**112.5**	**553.3**	**881.8**	**1,435.1**	**95.1%**
Genome Canada Operations	**47.4**	**3.7**	**6.1**	**18.1**	**75.3**	**-**	**75.3**	**4.9%**
TOTAL DISBURSEMENTS	**394.0**	**53.5**	**50.5**	**130.6**	**628.6**	**881.8**	**1,510.4**	**100.0%**
Excess receipts over disbursements	**17.3**	**(13.6)**	**(8.4)**	**4.7**				
Opening cash balance (Note 3,4)		**17.3**	**3.7**	**(4.7)**				
Closing cash balance	**17.3**	**3.7**	**(4.7)**	**-**				

5. Risk assessment, mitigation measures and performance monitoring

Genome Canada has implemented a robust governance structure and a wide array of policies and processes to proactively identify, assess, monitor and mitigate risks both internal and external to the organization.

The Board of Directors revises and approves our *Performance, Evaluation, Risk and Audit Framework* annually. In addition, an assessment of the key risks, as well as mitigation, is presented quarterly at every committee of the Board, as well as the Board itself.

Risk management

We identify and mitigate risks through a systematic approach designed to ensure accountability, transparency and alignment with our strategic objectives. We recognize that risks can emerge from various sources, including research project management, stakeholder engagement and funding allocation. Our risk management framework is embedded into our operational processes, enabling proactive identification, assessment and mitigation of potential challenges.

Key to this process is the regular monitoring and evaluation of funded projects. We employ rigorous project review mechanisms to assess the progress and impact of our investments. This includes setting clear milestones, performance indicators and timelines for funded research. Regular reporting ensures any potential delays, resource constraints or performance issues are flagged early. Where risks are identified, we collaborate with the regional Genome Centres to develop tailored mitigation strategies, such as reallocating resources, adjusting timelines or providing additional support to ensure project success.

Additionally, stakeholder engagement is central to our risk mitigation efforts. We work closely with government partners, research institutions and regional Genome Centres to foster open communication and shared accountability. This federated approach allows us to remain responsive to evolving priorities and regional contexts, mitigating risks associated with misalignment or duplication of efforts. Regular consultations with stakeholders also help identify emerging challenges in the research ecosystem, enabling us to adapt our strategies accordingly.

The Board of Directors plays a pivotal role in our risk oversight. The Board ensures that our risk management framework is robust and aligned with our strategic priorities. By regularly reviewing risk reports and management strategies, the Board provides critical oversight and guidance on key organizational risks, such as financial sustainability, project outcomes and stakeholder relations. It also ensures that risk mitigation practices comply with governance standards and funding agreements. This oversight function reinforces our commitment to accountability and positions us to effectively navigate a complex research environment.

To address financial and reputational risks, we adhere to strict governance protocols. Independent audits, compliance reviews and adherence to funding agreements ensure financial integrity and accountability. By maintaining high standards of governance and continuously refining our risk management processes, we safeguard the long-term impact and sustainability of our investments in Canadian genomics research.

Annual audit

The annual audit of Genome Canada's financial statements is conducted in accordance with generally accepted Canadian auditing standards. The objective is to express an opinion on whether the financial statements present fairly—in all material respects—the financial position, results of operations and cash flow of the corporation.

Upon completion of the audit, the external auditors present the financial statements and a summary of audit findings to the Audit and Investment Committee for endorsement and to the Board of Directors for approval.

The financial statements are filed with ISED as part of the annual report by July 31 of each fiscal year. The annual report is available on our website.

Performance measurement and evaluation

Genome Canada's contribution agreements with ISED specify that we will provide data collected in the past fiscal year. This includes data on key performance indicators provided by ISED. This is described in the *Performance, Evaluation, Risk and Audit Framework*.

Performance monitoring

Genome Canada has adopted a corporate scorecard to monitor our performance by assessing key performance indicators that focus on delivering high-impact research that benefits Canada, and assessing internal effectiveness and efficiencies metrics. The Board reviews the scorecard every quarter.

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