Guidelines and Evaluation Criteria for the PRIVAC Competition

A collaborative and applied genomics research program for PRIVate and ACademic partners

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GenomeQuébec

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In partnership with the MDEIE, Genome Canada, private companies and other co-funders, Genome Quebec finances today 29 large-scale projects in genomics and proteomics, for an amount of 384 M$.
With the goal of increasing investments in this research area, Genome Quebec encourages commercialization of large-scale projects results. This translates into the development and exploitation of Intellectual Property, the creation of new businesses and employment opportunities in biotechnology.

1 MISSION AND OBJECTIVES OF GENOME QUEBEC

Génome Québec financially supports major genomics and proteomics research initiatives as well as their applications in association with the academic and industry domains, while maintaining and promoting the highest ethical standards.

The mobilizing effect created by these investments will contribute to maximizing socio-economic benefits and to establishing Quebec as a leader in the field of life sciences.

In order to accomplish its mission, Genome Quebec has defined five strategic directions for the coming five years:

1) Continue to play a structuring, mobilizing role in genomics and proteomics research:
2) Maximize and diversify sources of funding:
3) Increase the commercial use of technology platforms and commercialize the results of large-scale projects:
4) Improve business processes
5) Strengthen the position of genomics and Genome Quebec within Quebec society

Within these 5 directions, Genome Quebec wants to promote:

- Scientific excellence
- Development of genomic and proteomic technologies and their applications
- Cooperation through research collaboration
- Ideas through frontier research
- People through recruitment
- Capacity through research infrastructure

2 BACKGROUND

In the past four years, the genomics and proteomics sector has experienced exceptional growth in Quebec due to a series of investments by Genome Quebec of over $384 million in 29 large-scale research projects and the establishment of technology platforms. These investments were made possible through Genome Canada funding initiatives and considerable ongoing support from Quebec's Ministry of Economic Development, Innovation and Exportation (Ministère du Développement Economique et de l'Innovation et de l'Exportation - MDEIE).

These investments and Genome Quebec's innovative business model have produced, among others, the following results:

- the funding of over 29 large-scale projects in several areas of genomics, with special focus on human health (a list of large-scale projects and S&T platforms approved for funding by Genome Quebec is available on Genome Quebec's web site at www.genomequebec.com.);
- the establishment of the McGill University and Genome Quebec Innovation Centre and of the Montreal Heart Institute and Genome Quebec Pharmacogenomics Centre, where state-of-the-art technology platforms are being operated by Genome Quebec;

- a radiating national and global outreach due to projects involved in international consortia such as HapMap, or even the use of advanced technology platforms such as the genotyping platform (the Illumina platform is now Cs-Pro certified);
- the early stages of co-operation with the private sector through five projects with biotechnology firms or pharmaceutical companies which are helping fund these initiatives. Genome Quebec was the first genomics centre to conclude equity partnership agreements with private firms;
- the signing of agreements with various universities and hospital research centres in Quebec, enabling Genome Quebec to participate in the project management and the development of the intellectual property to be generated from these investments. Moreover, participation in the economic benefits negotiated with the universities makes it possible to plan the partial re-financing of Genome Quebec over a medium-term period;
- the tangible benefits resulting from the negotiation of a license with a French company and with an American company to access two distinguished technologies developed on two different large-scale projects.

However, some opportunities and challenges are still facing the field:

- the life sciences sector has been identified as a priority for Quebec and the Quebec Government has established a target of 3% of GDP as the level of expenditures to be dedicated to research until 2010.
- The industrial sector's participation represents today 1.7% of GDP dedicated to research
- There very probably exists an investment capacity, from the industrial partners, as could be demonstrated by the nearly $40M mobilized by these partners during the latest Genome Canada Competition III.

In this context, to facilitate the private sector's participation and to promote innovation, Genome Quebec launches the PRIVAC competition. This initiative is dedicated to collaborative and large scale applied genomics research project, strictly obliged to be led by PRIVate and ACademic partners.

3 PRIVAC COMPETITION

Genome Quebec will accept applications for **collaborative large-scale applied genomics research projects** jointly developed by a **PRIVate-ACademic partnership,** of **three (3) years** in duration with a minimum budget of **$2M total**. It has to be understood that "Genomics" is a generic term used for genomics, proteomics, bioinformatics and all related areas.
Eligible applicants are researchers from private companies (that are incorporated in Quebec or Canada) and from academic research centres (universities, hospital research centres, other research centres).
In order to maximize the effectiveness of Genome Quebec to advance genomics research in Quebec, it may be desirable to provide opportunities for sharing of resources and expertise among several partners. Genome Quebec will strongly encourage and support such multi-partnerships, where desirable and feasible.

3.1 Scope of Competition

The purpose of the PRIVAC competition is to promote PRIVate-ACademic partnerships to develop large scale applied genomics research, in all sectors. The broad goals of the partnership include:

- Developing applied genomic technologies
- encouraging and facilitating private-academic collaborations in applied genomics research;
- stimulating incremental R&D research activity in Quebec;
- developing and training new scientists to meet the human resource needs of academia, industry, government, clinical and financial communities;
- stimulating jobs and growth in the Quebec economy; creating attractive and stimulating jobs in Quebec for the researchers who are being developed/trained in our universities;

- enhancing communications between senior management in private companies and academic research centres;
- stimulating the genomics research programs of start-ups, academic research centres spin-offs and SMEs and even larger companies; and,
- facilitating and promoting the transfer of technologies and knowledge from the research setting towards applications, to ultimately impact on the fields of health, environment, forestry, agriculture and fisheries.

Significant emphasis should be placed on socio-economic benefits for Quebec including technology transfer and knowledge transfer (see paragraph 3.3).

Proposals can be multidisciplinary or interdisciplinary, involving researchers from various fields, including but not limited to, clinical research, genomics, proteomics, mathematics, biophysics, biochemistry, chemistry, biology, statistics, software developers, computational bioscience, economics, humanities and social sciences.
In addition, novel, even revolutionary projects are encouraged as well as projects establishing national and international linkages.

The PRIVAC competition is opened to all research areas. However, in accordance with the 5 directions of its business plan, Genome Quebec will pay particular attention to the strategic areas outlined in its plan, namely genotyping, bioinformatics, proteomics, pharmacogenomics, biomarkers and chemogenomics.

3.2 GE^{3}LS Issues

All applicants must consider the ethical, environmental, economic, legal and social (GE^{3}LS) aspects of their proposed research and, where appropriate, seek advice from one or more GE^{3}LS experts (as a co-applicant, collaborator, or through membership on an advisory committee) to develop a plan to address those GE^{3}LS issues directly raised by the proposed research.

3.3 Social and/or Economic Benefits for Quebec

Applications must include a proposal for the transfer, dissemination, use or commercialization (as appropriate) of the anticipated results of the research proposed. A clear commercialization process, which includes IP management and ownership, technology transfer and benefit sharing, must be defined and included in the full application. The plan should demonstrate how the research results would contribute to job creation and economic growth in Quebec and their impact on society, quality of life, health, and environment. The commercialization process will be assessed during the peer review/due diligence process. Tangible deliverables of the research program within a 5 year period following completion of the project will be an evaluation criterion, as described in appendix A.

In anticipation of a successful outcome, Genome Quebec, host organization(s) (private and academic) and co-funding partner(s) will outline general terms that deal with the sharing of future benefits (e.g., equity, royalties, and repayment options, etc.) commensurate with the contributions of the respective parties. These general terms should be described in a term sheet. The main features have to be described in the application and the term sheet should be signed right after the approval. A clear data release policy must also be defined and be part of the term sheet.

4 APPLICATION AND EVALUATION PROCEDURES

4.1 Requests for Support of PRIVAC competition projects

Eligible applicants, including researchers from private companies and from academic research centres interested in submitting applications for PRIVAC competition must first contact Genome

Quebec (see paragraph 8 - Contacts). Genome Quebec will ensure that the proposal satisfies criteria of eligibility as described in these guidelines and determine if the proposal can be put forward.

If, at any time during the preparation process, it is determined that a proposal does not satisfy the evaluation criteria as defined in Appendix A, Genome Quebec will NOT submit the proposal to the peer review / due diligence process.

4.2 Requirement for S&T Platforms

Each application for support of a collaborative large-scale genomic project must include a detailed description of all technology services that will be required from outside sources including the Genome Quebec-funded S&T Platforms[1]. Genome Quebec-supported S&T platforms are established to provide genomics, proteomics, and bioinformatics technologies and expertise to the scientific community with minimal duplication of effort across the province. The request for services must be described in the research proposal, as well as on the *Services from S&T Platforms* sheet in the budget form. The application must include a request for services quote from the S&T Platform administration in support of the request, including a description of the service(s) to be provided, unit costs, number of units required, personnel requirements, data analysis requirements, etc.

4.3 Genome Quebec Time Lines

Requests for support for collaborative large scale applied genomics projects must be submitted to Genome Quebec according to the following time line.

1 November 2006	Invite full applications
11 December 2006	Registration
15 March 2007	Receipt of full applications
15 March 2007 – June 2007	Combined peer review process/due diligence process
June 2007	Board decision on funding
July, 1st 2007	Notification of decision

4.4 Registration – 11 December 2006

By **December 11th,** each project must register its interest to participate, on the form available at **www.genomequebec.com.**
The registration process will provide guidance to Genome Quebec in the selection of reviewers for the peer review process. It is not a process for selection.

4.5 Full Application – 15 March 2007

The application for funding of a collaborative large scale applied genomics project must be presented on the form to be made available at www.genomequebec.com and must address the evaluation criteria described in Appendix A. The application must be received by Genome Quebec on or before **the announced deadline for receipt of full applications.**

4.6 Combined Peer Review / Due Diligence Process

A multidisciplinary panel of international experts, including scientific, industrial, financial, GE^{3}LS and management experts, will meet in May 2007 to review the full applications. It is to be noted that the choice of the industrial panels will be discussed with each PRIVate-ACademic partner. The whole of the panels will also sign a non-disclosure agreement and will have to declare all and any potential conflict of interest. The panel will evaluate each application taking into consideration the evaluation criteria presented in Appendix A.

[1] McGill University and Genome Quebec Innovation Centre and Montreal Heart Institute and Genome Quebec Pharmacogenomics Centre

Applications will be complemented by a face-to-face interview during the peer review/due diligence process.

Genome Quebec may adjust the evaluation process where warranted by the complexity of the proposals or other relevant factors. **Any adjustments will be rapidly communicated through Genome Quebec's website and directly to the projects.**

The review panel will offer recommendations and advice, including budget recommendations, to the Board of Directors of Genome Quebec. The Board of Directors will make the final decision on funding for each proposal mid-June 2007. Following the decision, applicants will be provided with a written evaluation of the strengths and weaknesses of their application and the decision of the Board.

5 SCIENTIFIC ADVISORY BOARD (SAB)

Genome Quebec will require applicants to describe how they plan to seek outside expert advice. Projects will require a formal Scientific Advisory Board to provide advice and guidance to the research team. Genome Quebec will ensure that SABs are constituted in such a manner that they are sufficiently independent of the research team and able to provide informed and critical advice to the investigators.

6 FUNDING

Projects approved for the PRIVAC competition will be collaborative large-scale applied genomics research projects with a minimum total budget of $2M for a three (3)-year maximum period. Genome Quebec will fund new or incremental research activities only performed by the academic researchers, up to 33% of the total approved eligible costs for the project. The private partner will have to fund at least 33% of the total approved eligible costs. The level of investment from the private partner will be an evaluation criterion, as described in appendix A.

Two examples are provided to clarify the model:

Example 1: a pharmaceutical company collaborates with a hospital research centre to develop biomarkers for early cancer detection, in order to accelerate the development of an early diagnostic tool. The total budget of the project is $6M. A funding scenario can be: Genome Quebec invests $2M (only for research performed in the hospital research centre), the private company invests $2M and the NIH funds $2M.

Example 2: a food company and a university work together to develop a nutrigenomic program that will improve the use of additives in the transformation of food. The total budget of the project is $2M. A funding scenario can be: Genome Quebec invests $0,67M (only for research performed in the university), the company invests $1M, a CIHR grant will contribute $0,33M.

6.1 Eligible Costs

Eligible costs are defined as reasonable and incremental costs for items that directly support the objectives of the Genome Quebec approved project. Budgets must **NOT** include items for which funding has already been approved from other sources, unless the request for funding was specifically made to support the Genome Quebec project and meets all other eligibility criteria.

Eligible costs may include the following:

i. Salaries:

- salaries and benefits for researchers, trainees, technicians, management (e.g., project managers) and support staff needed for the operation of the research infrastructure. Note that salaries of researchers or senior management who are

currently funded by their respective organizations (PRIVate or ACademic) are **not** considered eligible costs.

- the actual cost of release time from teaching or clinical responsibilities, if supported by a letter from the host institution;

ii. operating costs;

iii. costs related to the general maintenance of research infrastructure, to be used for carrying out the proposed research;

iv. support for research into GE^{3}LS aspects of the research;

v. support for research into socio-economic aspects of the research;

vi. costs related to the development and implementation of the plan to realize social and/or economic benefits for Quebec;

vii. costs for the communications and public outreach activities related to the project;

viii. research infrastructure within Quebec. Research infrastructure means equipment, specimens, scientific collections, computer hardware or software, information databases, communications linkages and intangible property used or to be used primarily for carrying on the research, including housing and installations essential for the use and servicing of the items listed above. This includes reasonable rental and renovation costs for existing buildings and facilities, or costs for new buildings and facilities, essential for the use of those items listed above. The opportunity cost of using existing infrastructure may **not** be included as an eligible cost;

ix. reasonable and low administrative costs. Administrative costs must not exceed five percent (5%) of the budget (calculated as total budget less admin. costs). Note that salaries for project management are eligible costs under (i) above; and

x. inflation rate costs:

- inflation for salaries, not to exceed two percent (2%) of total salary and benefits, for salary expenditures in year 2 of the project;
- note that inflation rate cannot be applied to consumables, equipment, general & administrative or services from S&T platforms.

6.2 Co-funding

Genome Quebec requires that at least 66% of the requested funding for eligible costs must be obtained through co-funding from other sources and that at least 33% of the requested funding must come from the private partner.

In order to encourage greater opportunities for tangible outcomes, knowledge generation and training in Quebec, this competition will require a minimum of 75% of funding to be invested in Quebec.

Due to the compressed timeline between submission of full applications and the anticipated decisions on funding, as well as the desire to release funds to projects quickly, a co-funding plan must be provided, which includes a firm commitment for at least 75% of the co-funding for eligible costs of the project (60% of the total eligible costs) and a well-developed and feasible plan for securing the remaining 25% of co-funding (20% of the total eligible costs).

The full application must include complete documentation for secured or proposed co-funding. Examples of appropriate documentation include:

- Written confirmation, for example a letter or a copy of an agreement from the co-funding source, committing funds. Acknowledgement of the use of these funds to co-fund the Genome Quebec project must also be included.
- For co-funding from a funding agency, in addition to the above, a copy of the application cover page, research summary, detailed budget and notice of award (if applicable). Note

that documentation must clearly demonstrate that funding is being used for eligible costs included in the budget of the Genome Quebec approved project.

- For co-funding from the industry source:
  - a copy of a Board resolution specifying the company's level and terms of commitment
  - provide documentation to support the financial viability of the company and its ability to fulfill its commitment to the project (e.g., a cash flow statement, a recent audited financial statement, a press release announcing significant new funding, etc.)
- For in-kind contributions: a clear rationale and calculation of how the value was determined (including documentation to support all assumptions, price lists, discount policy, quotes from suppliers, letters supporting same, etc.). All in-kind contributions must be auditable by outside experts.

6.2.1 Eligible Co-funding

i. Co-funding must be applied for on or after July 1, 2006 to be eligible for costs specifically requested in the Genome Quebec budget in order to be eligible for the purpose of this competition. Eligible expenses will also be recognized up to six (6) months prior to the Notice of Award.

ii. Genome Quebec considers any of the following possible co-funding sources, which may be Canadian or foreign, as acceptable:

- Institutional funds, trust funds, or foundations
- Departments and agencies of the federal government, including Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council, Social Sciences and Humanities Research Council, and tri-council programs (e.g., the Networks of Centres of Excellence and the Canada Research Chairs) (Departments and agencies of provincial and municipal governments are excluded)
- Firms and corporations
- Voluntary organizations
- Individuals
- Venture capital or other investment funds.

iii. Cash contributions as co-funding are preferred. However, in-kind contributions, defined as non-cash eligible budget items, which can be given a cash value, may be considered as co-funding if:

- the value can be reasonably determined and supported by documentation;
- the expenditure represents an item that would otherwise have to be acquired with cash; however, this excludes the cost of pre-existing facilities or equipment (i.e., budgets cannot include the opportunity cost of space or equipment);
- In the case of supplier discounts, amounts will be considered as eligible co-funding if:
  - The amount is above and beyond the standard industry or academic discount taking into account any large volume discounts; and
  - The amount can be supported by documentation from the supplier's head office (i.e., a letter from a sales representative will not be acceptable).

iv. The value of previously existing IP transferred to a project is NOT considered eligible co-funding unless it is a contribution by a supplier of IP (e.g., software license that would otherwise have to be acquired from a third party supplier). Such items must be supported by appropriate documentation from the supplier's head office.

7 ADMINISTRATION

7.1 Conditions for Release of Genome Quebec Funds

The following are the minimum requirements to allow for the disbursement of Genome Quebec's quarterly contributions:

i. Signed agreements between Genome Quebec, the lead organizations (private and academic), the researchers and the co-funding partners that establishes the resolution of major areas, such as, contributions, IP ownership and management, data release, a commercialization process, project management, the role of the SAB, funding term, termination policy, financial policies, etc. The agreements must be in compliance with the agreement between Genome Quebec and the MDEIE.

ii. Revised budget and milestones, in accordance with the recommendations of the review panel as approved by the Board of Directors of Genome Quebec.

iii. Appropriate certification for proposals performing research involving human subjects, human stem cells, animals, biohazards, radioactive materials or possible effects on the environment.

iv. A clearly defined policy and plan for data release, sharing of resources created by the project and publication of results.

v. Secured co-funding amounting to a minimum of 60% of the co-funding for eligible costs (i.e 40% of the total funding for eligible costs).

   Example: for a total approved budget of $6M, Genome Quebec will contribute to $2M and $2.4M of co-funding should be secured.

vi. Meet other conditions that may be set by the Board of Directors of Genome Quebec.

7.2 Project Readiness

All applicants must demonstrate that they will be in a position to receive Genome Quebec funding within three (3) months from notification of approval (see Conditions to Release Genome Quebec Funds, Section 7.1). **Genome Quebec reserves the right to withdraw its funding for any approved project that is not ready to receive funding, or for which signed agreements as described in 7.1.i, have not been secured, within three months from notification of approval.**

7.3 Management of Funding

i. The agreement between Genome Quebec and MDEIE will reference financial commitments from other persons, and specify cash flow statements, expected outcomes, comparative benchmarks and monitoring programs.

ii. Genome Quebec will provide funding up to the approved quarterly contribution, a quarter in advance, in accordance with it's established "draw" process. Subsequent quarterly advances may be adjusted to account for any unused funding of previous quarters.

iii. Through the draw process, the financial status of co-funding must also be reported on quarterly basis.

7.4 Accountability and Reporting

Genome Quebec must fulfil the evaluation, audit, accountability and reporting requirements established by MDEIE, including the provision of information necessary to enable Genome Quebec to assess the ongoing performance of the projects and their activities. It is the responsibility of the investigators leading the **collaborative large scale applied genomics projects** to participate in this process and to provide appropriate performance data and metrics as required by Genome

Quebec in respect to the project. As part of its accountability process, Genome Quebec will put in place mechanisms to assess the ongoing performance of all funded projects in order to determine from time to time whether funding should be continued, reduced, suspended or cancelled.

7.5 Final Reports

Within three (3) months of the completion of the collaborative large scale applied genomics projects, each project will be required to submit to Genome Quebec a final report that describes at a minimum the accomplishments of the project, a financial report which reconciles actual expenditures to amounts budgeted and received, and the current state of any outcome developed as a result of Genome Quebec funding that is now being made available to the larger scientific community.

8 GENOME QUEBEC CONTACT

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APPENDIX A - EVALUATION CRITERIA

To ensure that the objectives of Genome Quebec are met, proposals are assessed for scientific excellence, quality of the commercialization plan, involvement and cohesion of the partners, investment of the private partner, sound financial and management practices. A threshold of excellence must be exceeded for each of the five criteria listed below. The descriptors following each criterion are not all-inclusive.

A Broad Criteria of Eligibility

1. Projects directed towards applied genomics, proteomics or related research areas
2. Presence of a private partner and academic partner as principal investigators and degree of involvement of both partners
3. level of investment in Quebec
4. Level of investment of the private partner
5. A feasible plan to get potential deliverables of the anticipated results within 5 years following the completion of the project.

B Scientific Criteria

1. Scientific excellence of the proposed research as affirmed by peer review; particularly the extent to which the proposed research will increase the outcomes of genomics or proteomics research.

2. Feasibility of the milestones and the critical path table, proposed objectives and goals.

3. The quality and experience of the applicants affiliated with the proposal: the appropriateness of the training and/or track record of the applicant(s) for the proposed research, in particular, prior contributions to public-private collaborative research; the importance and originality of the recent productivity of the applicant(s); and the level of confidence in the ability of the applicant(s) to do the work proposed.

4. The quality of the plan for sharing of any new benefits developed by the project.

5. Demonstration that research to be carried out builds on existing Quebec strengths and expertise in genomics or proteomics research and/or targets a unique Quebec/Canadian niche.

6. Demonstration of international research collaborations.

7. The relevance and impact of anticipated results internationally. Will the research enable Quebec to become a world leader? How does it compare to research being conducted elsewhere?

8. For projects that have ethical, environmental, economic, legal or social implications, the quality and appropriateness of the plan to address these issues.

9. The quality of the scientific environment in which the work will be done.

C Social and/or Economic Benefits

1. The quality of the plan for the transfer, dissemination, use or commercialisation (as appropriate) of the anticipated results of the research proposed. Demonstration of how the

research results will contribute to job creation and economic growth in Quebec and their impact on society, quality of life, health, and the environment, including the creation of new policies in these areas.

2. Successful research proposals must be able to demonstrate how they will deliver new outcomes (products and / or technology) directly related to genomics and/or proteomics within a 5-year period following completion of the project.

D Financial Criteria

1. Budget/Control Processes

i. The budgeted costs meet the definition of Eligible Costs (Section 6.1).

ii. The budgeted costs are aligned with the proposed research plan and activities, and the relationship between the proposed costs and potential benefits of the research proposed is evident.

iii. The reasonableness of a project's budgeted costs.

iv. The plausibility of the justifications provided for budget items.

v. The effectiveness of financial and budgetary control processes or mechanisms, (e.g., processes for authorizing purchases, payments and budget adjustments).

vi. The costs associated with the ramp-up period are reasonable in relation to recruiting, purchasing and installing new equipment, space requirements, and renovations.

vii. The quality of the documentation and principal financial assumptions, which support the proposed budget.

2. Co-Funding

i. The proposed co-funding plan complies with the Eligible Co-funding guidelines provided in Sections 6.2 and 6.2.1.

ii. The level of investment of the private partner

iii. The feasibility of the co-funding plan, that is, the ability to secure co-funding for eligible costs of the research from other sources. This may be in the form of a commitment to co-fund or a plan for securing such funding.

iv. The supporting documentation made available, which may include letters of commitment or signed agreements by co-funding sources, quotes from suppliers, grant applications to other funding agencies, or confirmation of grants received.

v. The demonstrated relationship between the proposed co-funding and the objectives of the project.

E Management Criteria

1. The appropriateness and quality of the management plan, including the effectiveness of the administrative and organizational management structure which addresses, for example, the following:

   i. The project management plan and accountabilities;

   ii. The mechanisms for communicating within the project, with Genome Quebec and with collaborators and partners;

   iii. How research results are made accessible, communicated and transferred to project participants and the scientific community;

   iv. The management abilities of the proposed team;

   v. The plan to recruit key personnel;

   vi. The role of key personnel and committees;

   vii. The frequency of meetings.

2. The appropriateness of the S&T platform(s) and/or other technologies chosen to support the project and the effectiveness of the arrangements made with S&T platform management.

3. The quality of the plans for making critical decisions or choices about the overall research direction, for example:

   i. The mechanism for making go/no-go decisions;

   ii. The evaluation of research progress, including the appropriateness and likely effectiveness of the Scientific Advisory Board;

   iii. The responsibility for making strategic decisions when a consensus is not reached;

   iv. The discussion of key challenges/roadblocks and plans to address those issues, etc.

4. The strategies and implementation plan for forming partnerships and coordinating with relevant organizations (industry, governments, universities, hospitals and research institutes) and individuals, regionally, nationally and internationally.

5. The effectiveness of the plan for deployment of human resources, equipment and infrastructure, including the initial ramp-up period.

6. A plan that summarizes the strategy for communication, outreach and knowledge dissemination to the public. The plan should include an overview of media relations and public outreach and education activities, such as, participation in public forums and presentations to high school students, as well as promotional activities (including advertising and web site).

7. The strategy for commercialisation, technology transfer and handling of intellectual property issues. The plan should include:

   i. An IP policy (in place at time of release of funds), which addresses, for example:

   - Management versus ownership;
   - The sharing of benefits with the researchers, host-organizations (private and academic), co-funders and Genome Quebec;
   - The expected outputs in terms of publications and patents filed;

- The protection and dissemination of valuable scientific data/data release policy; and
- Costs of patent filing and protection;

ii. The reasonableness of the proposed general terms that deal with the sharing of future benefits amongst the researchers, participating organizations, co-funding partners and Genome Quebec.