



Mitacs: Annual Report
for Industry Canada, 2014-15

July 31, 2015

Julien LeBlanc
Policy Analyst, Science Partnerships Team
Industry Canada
235 Queen Street
Ottawa, Ontario K1A 0H5
Canada

July 31, 2015

Dear Mr. LeBlanc,

On behalf of the Mitacs Inc. Board of Directors, we advise that we have reviewed the following documents being submitted to Industry Canada and confirm that the collected statistical information for the annual report is accurate to the best of our knowledge.

Also attached is a copy of the Board resolution indicating approval of this Report.

Sincerely



Brad Bennett
Chair, Mitacs Board of Directors



Alejandro Adem,
Mitacs CEO and Scientific Director

Who We Are

Mitacs, an independent federally incorporated not-for-profit, supports Canadian innovation by coordinating collaborative research projects with human capital development at their core. Since 1999, Mitacs has promoted academic-industrial research and development (R&D) while supporting the development of Canada's future innovators. Mitacs has successfully developed a proactive approach to supporting innovation in Canada, both directly through support of R&D efforts and indirectly through long-term development of skilled human capital.

In particular, Mitacs:

- Helps companies identify innovation needs and match these with academic research expertise;
- Fosters cutting edge research linked to commercial outcomes;
- Builds research networks, both international and national, creating innovation leaders in Canada and abroad; and
- Provides professional and entrepreneurship skills training for graduate students to help them meet emerging innovation needs.

Mitacs' current suite of programs includes:

- **Mitacs-Accelerate**, graduate-student led industrial R&D internships with professional skills development as a platform for technology transfer and commercialization;
- **Mitacs-Globalink**, bringing top international students to Canada and sending Canada's talented students abroad to foster international innovation networks;
- **Mitacs-Elevate**, industrial R&D management training and industrial research experience for postdoctoral fellows (postdocs) through classroom and on-site learning;
- **Mitacs-Converge**, growing Canadian small to medium-sized enterprises through R&D projects with multi-national companies and Canada's post-secondary institutions.

Acknowledgements

Mitacs acknowledges the continued support of the Government of Canada. We also thank our partners and co-funders – provincial governments, academia, and industry, among others – for their support for, and participation in, Mitacs' collaborative research and innovation programs.

Table of Contents

Who We Are	2
Acknowledgements	3
Table of Contents.....	4
Message from Dr. Alejandro Adem, CEO and Scientific Director of Mitacs.....	5
Introduction	6
Objectives	6
Results.....	7
Accelerate.....	8
1. Increase collaboration and knowledge transfer between academia and industry in various sectors of the Canadian economy.	8
2. Create job opportunities for graduate students and postdoctoral fellows in various disciplines.	10
3. Improve employability of graduate students and postdoctoral fellows in their field.	12
4. Increase retention of domestic and international graduate students and postdoctoral fellows in Canada after completing their studies.	13
5. Increase investment of participating companies in research, development, and innovation.....	15
Globalink.....	16
1. Increase the number of foreign students undertaking research projects in Canada and applying to pursue graduate or postdoctoral studies in Canada.	16
2. Increase the number of Canadian students participating in research and educational opportunities abroad.	21
Elevate	21
1. Improve employability of postdocs in their field.	21
Strategic Look Ahead – Objectives for 2015-16 and Beyond.....	27
Appendix A: Financials for Accelerate, Globalink, and Elevate.....	29
Table 4: Industry Canada <i>Accelerate</i> Expenditure Summary	29
Table 5: Anticipated Accelerate Funding from other Sources	29
Table 6: Balance of Grant per Industry Canada Reporting.....	29
Table 7: Industry Canada <i>Globalink</i> Expenditure Summary.....	31
Table 8: Industry Canada <i>Globalink</i> Income Summary	32
Table 9: Industry Canada <i>Globalink</i> Balance of Grant per Industry Canada Reporting	32
Table 10: Industry Canada <i>Elevate</i> Expenditure Summary	32
Table 11: Industry Canada <i>Elevate</i> Income Summary.....	34
Table 12: Industry Canada <i>Elevate</i> Balance of Grant per Industry Canada Reporting.....	34
Appendix B: Summary of Updates to Mitacs' Investment Policies, Standards and Procedures.....	35
Appendix C: Performance Measurement Summary	36
Appendix D: Audited Financial Statements	53

Message from Dr. Alejandro Adem, CEO and Scientific Director of Mitacs



At Mitacs, innovation is what drives everything we do, from program design to fostering excellence in research. It enables universities and industry to uncover the shared opportunities and advantages of a knowledge-based economy and joins seemingly variegated interests under a mutual agenda. My recent appointment as CEO & Scientific Director at Mitacs has shown me the myriad ways in which this is possible. Within the organization, Canada and beyond, I am overwhelmed by what can be accomplished around the common vision of innovation.

My initiation into Mitacs has been of interaction, meeting with our stakeholders in government, academia, and industry across the country. Communicating with such a wide range of interests has given me greater insight into the impact of Mitacs initiatives, as well as understanding where we can improve the innovation ecosystem. It has also affirmed my belief that Mitacs must continue to invest substantial wherewithal to advance collaborations in all disciplines. For that reason, we have focused on increased outreach to social sciences and humanities researchers through a joint initiative with the Social Sciences and Humanities Research Council of Canada. Mitacs is also partnering with Genome Canada through their Genomic Applications Partnership Program to mobilize discoveries that are expected to have considerable economic and social benefit within the near future. And finally, Mitacs has just partnered with the Natural Sciences and Engineering Research Council in order to cross-promote our programs, while also streamlining our processes to significantly enhance networks and outcomes on both sides.

As our vehicles for research grow, so must our relationships with Canadian universities. Mitacs is now successfully delivering embedded internship programs with several universities across the country. These programs empower students with experiential learning opportunities that enable them to become conduits of knowledge between the classroom and industry. Similarly, our rapidly multiplying relationships with partner countries allow the *Globalink* program to further support two-way international student mobility, establishing Canada as a destination for the world's top researchers, while also advancing Canadian students as global stewards of excellence in research.

Mitacs also understands that sustaining support requires leadership in program evaluation and performance measurement to generate important feedback. With this in mind, we conducted our first-ever longitudinal study of *Accelerate* industry partners to astounding results. Of the companies that participated, 66% commercialized their project results, while 25% hired at least one of their interns into a newly created position. In addition 82% have continued their collaboration with academia. These are positive signs for innovation in Canada: industry wants to be plugged into university research, and it is also a reflection on the quality of work being produced in our universities. When academia connects to the challenges of industry, it broadens the capacity and impact of research across disciplines. When industry connects to the research advances in Canadian universities, companies improve both their ability to compete in a global marketplace and their contribution to the economic and social vitality of the country. Mitacs is proud to play a role in the creation of this mutually beneficial pipeline.

Finally, I extend my thanks to Mitacs' senior management, staff, and Board of Directors: your generous contributions to the pursuit of innovation continue to make all the difference.

Alejandro Adem
CEO and Scientific Director

Introduction

Through unique research and training programs, Mitacs is providing the next generation of innovators with vital scientific and business skills. In partnership with industry, government, and academia, Mitacs is supporting economic growth by leveraging Canada's most valuable resource – its people. As part of Mitacs' mission to promote innovation as a driver for firm growth through human capital development and access to new and expanded markets, Mitacs has developed programs aimed at addressing Canada's innovation challenges.

Mitacs-Accelerate is Mitacs' flagship internship program and has a proven track record of facilitating research collaborations between industry and academia by offering graduate students and postdoctoral fellows (postdocs) innovative research internships with professional skills development. Mitacs strives to increase Canadian industry participation in research as well as their interaction with Canadian universities, while continuing to provide academically relevant applied research opportunities to our nation's brightest research minds. Mitacs has delivered more than 10,000 *Accelerate* internships since 2003, and the program continues to grow. Based on the results of Mitacs' recent longitudinal survey, almost 50% of former *Accelerate* interns are working in the private sector. In addition, these results suggest that the *Accelerate* program is responsible for the creation of 200 new R&D jobs annually.

Mitacs-Globalink facilitates research internships at Canadian universities for international students from priority countries and sends Canadian talent to conduct research abroad, creating a bilateral knowledge and talent exchange. Since 2009, *Globalink* has brought more than 1,500 international students to Canada. In addition, the expansion of *Globalink* has seen new initiatives bringing *Globalink* alumni back to Canada for graduate studies, while also sending Canadian students abroad to undertake research collaboration with top international universities or with international companies.

Mitacs-Elevate is built on the successful *Accelerate* internship model. *Elevate* is Mitacs' R&D management program targeting exceptional postdocs to lead and manage industrial research, development, and commercialization projects. As well as completing a core industrial research project, fellows may manage several *Accelerate* interns working on an industrial research project, supervise a *Globalink* intern, or a joint project between a Canadian firm and MNE designed to support innovation supply-chains. Since 2009, Mitacs has delivered almost 400 *Elevate* fellowships across Canada, with Mitacs now being the exclusive deliverer of postdoc industrial R&D programs

Accelerate, *Globalink*, and *Elevate* were generously supported in the federal budgets of 2012, 2013, and 2014, respectively with allocations of \$35 million over five years for *Accelerate*, \$20 million over three years for *Globalink*, and \$8 million over two years for *Elevate*.

Objectives

The goal of this Annual Report is to outline how Mitacs has met its objectives for *Accelerate*, *Globalink*, and *Elevate*, as set out in Mitacs Corporate Plan, in accordance with the terms of funding as set out by Industry Canada.

Mitacs' *Accelerate* objectives for 2014-15 were to:

1. Provide host companies with access to cutting-edge research and skills;
2. Provide graduate students and postdocs with applied research experience in a private sector setting; and
3. Provide academic researchers the opportunities to collaborate with companies.

Mitacs' *Globalink* objectives for 2014-15 were to:

1. Brand Canada as a destination of choice for foreign students applying to post-secondary institutions;
2. Build strong linkages with priority countries to support student mobility;
3. Attract promising students from around the world to pursue research opportunities and encourage and support them to pursue graduate studies in Canada; and
4. Encourage and support Canadian students to take advantage of training and research abroad.

Mitacs' *Elevate* objective for 2014-15 was to:

1. Provide postdocs with the necessary training and experience to become R&D managers and innovation leaders.

Results

Note: Mitacs is supported by numerous federal funders including Industry Canada, IRDI, NRC-IRAP, and multiple regional development agencies including Atlantic Canada Opportunities Agency (ACOA). In accordance with the relevant funding agreement, this report is limited to the results of Industry Canada's funding of Accelerate, Globalink, and Elevate for fiscal year 2014-15. This report does not represent Mitacs' total activity or internship delivery, but where reasonable, Industry Canada-specific funding results have been supplemented with Mitacs' overall results.

This fiscal year, Industry Canada funding for *Accelerate* supported:

- 1,355 internships (42% of total internships delivered; total delivered internships was 3,198¹);
- 775 interns, of whom 66% were first-time participants;
- 557 professor participants from 44 academic disciplines at 45 Canadian universities;
- 592 public and private-sector partners, more than 50% of which were SMEs.

Reporting Numbers Table				
Industry Canada	IRDI	ACOA	Other Federal Funder Contract Years	Total
1355	1176	15	652	3198

Table 1: Breakdown of internship delivery for 2014-15.

Industry Canada's 2014-15 contribution of \$9.7 million for *Accelerate* assisted in leveraging the overall *Accelerate* program into an innovation program worth \$35 million (including \$10 million in-kind support). This program included an industry cash contribution of \$10 million and helped support a 30% increase in the total number of internships delivered this year in comparison to last fiscal. There remains clear, unmet demand for the program: in total for 2014-15, Mitacs received nearly 4,000 internship applications for funding.

For *Globalink*, Industry Canada funding has:

- Brought 758² senior undergraduate and graduate students from across the world to Canada to undertake research projects;

¹ This number is based on the internship delivery breakdown demonstrated in Table 1.

² Please note that this number is a forecast for 2015 and may change due to cancellations.

- Supported 63 international Globalink Research Internship alumni who returned to Canada for graduate studies through Globalink Graduate Fellowships;
- Sent 161 Canadian students to priority countries to participate in research and educational opportunities abroad through Globalink Research Awards and Globalink Partnership Awards.

For Globalink in 2014-15, Industry Canada's investment of \$7.6 million was leveraged into a \$17 million program with the remaining funds contributed by provincial, university, and international partners.

For Elevate, in its first year of federal funding, Industry Canada's contribution resulted in the following:

- 98 Elevate fellowships and fellows from across Canada;
- 96 public-sector partners from key priority areas;
- 95 professor participants from 25 Canadian universities.

For Elevate in 2014-15, Industry Canada's investment of \$3 million was leveraged into a \$9.4 million program including contributions from the provinces and from industry.

Accelerate

1. Increase collaboration and knowledge transfer between academia and industry in various sectors of the Canadian economy.

Mitacs-Accelerate's infrastructure is based on proactive project development and its networks of businesses and academics spanning the breadth of the country, which has resulted in a national, cross-sector platform for industry-facing training for Canada's graduate students and postdocs. This past fiscal year, to support increased collaboration and knowledge-transfer, Industry Canada funding supported 592 partner organizations, 289 of which are new to the *Accelerate* program (49%). The figure below shows the breakdown of new and returning program participants.

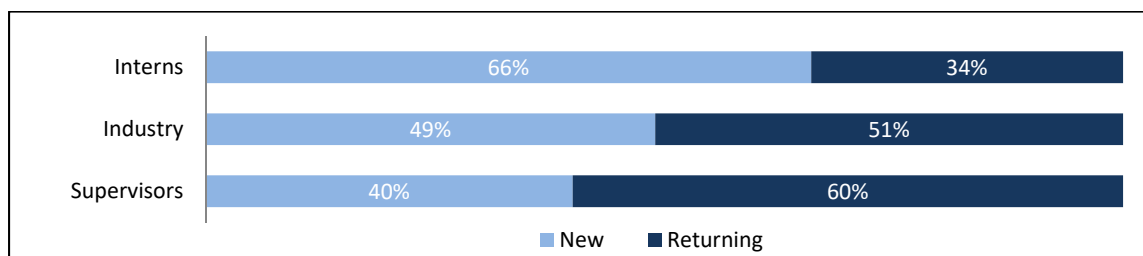


Figure 1: Percentage of new vs. returning Accelerate participants in 2014-15.

Host organizations greatly value the academic partnerships facilitated by Mitacs through the *Accelerate* program with the derived benefits extending beyond the internship itself. Figure 2 details the nature and extent of industry/academic collaborations post-*Accelerate* internship.

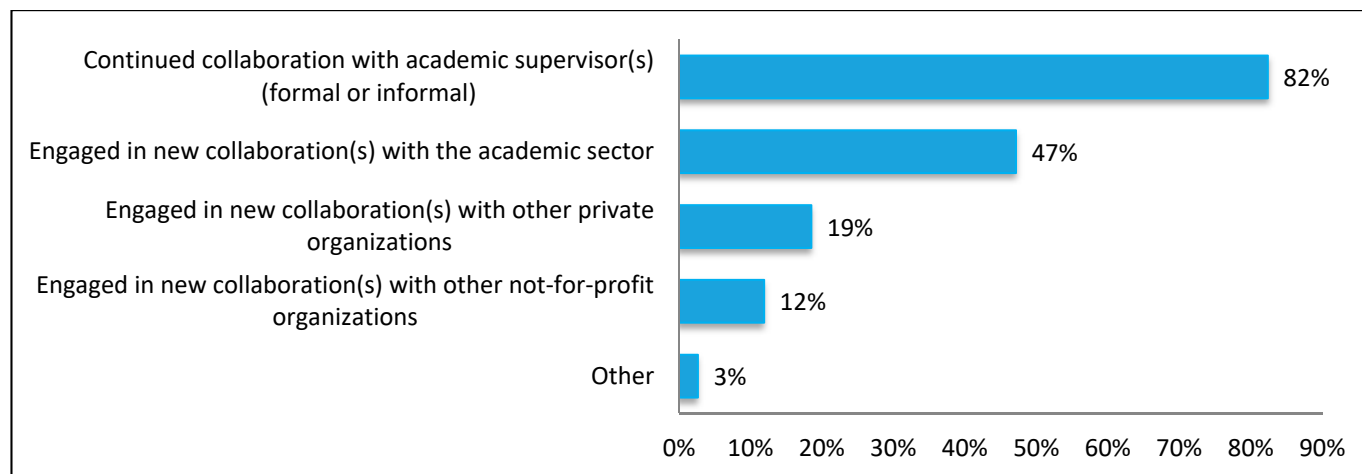


Figure 2: Academic collaborations resulting from *Accelerate* participation by Mitacs partner organizations

In addition, Mitacs partners with 61 Canadian research universities. Mitacs' academic strategy builds on the exemplary research being done within Canada's universities and research institutions by facilitating internships to address industry research challenges. Through these partnerships, Mitacs gives Canada's premiere research institutes a voice in the design and development of Mitacs' programs and initiatives to ensure that they address the needs of the academic community. All Mitacs academic partners have the opportunity to attend Mitacs' Annual General Meeting held once a year as a forum for discussion to ensure that programs continue to support and align with the objectives of these institutions.

Mitacs' Business Development Team is an integral part of continued program success through its extensive engagement with businesses and universities across the country. Mitacs currently employs 32 Business Development personnel (BDs) across Canada in order to meet demand effectively across multiple regions.

Mitacs recently piloted a co-funded BD Specialist model with select university partners. These positions are funded 50/50 by Mitacs and the university partner and offer recent PhD graduates the opportunity to build professional experience in industry outreach. Mitacs recruits and trains these Specialists, and supports their work through its national network of experienced BDs. The specialists are integrated with university staff to build partnerships, supported by Mitacs programs, as well as through other provincial and national initiatives. The pilot has been very successful, and Mitacs is now offering this co-funded model as an added benefit to all of Mitacs' full academic partners. Mitacs currently has co-funded BDs at five universities across the country. This new model, coupled with Mitacs' business development structure, ensures a responsive approach to current and potential partner organizations as well as academic partners.

Finally, effective January 2015, *Accelerate* is open to both for-profit businesses and not-for-profit organizations (NFPs), including industry associations, charitable organizations, and economic development organizations. Projects involving an NFP partner will focus on economic or productive outcomes, opening up participation in *Accel-*

erate to a greater pool of partner organizations. Applications are currently being accepted for *Accelerate* from NFPs across Canada.

"Connecting with academics and taking on a student makes more financial sense than going to an external research firm," stated Simon Ferrazzi, Consultant with Actavis Specialty Pharmaceuticals Co. But, the potential knowledge transfer that exists within academia-industry collaboration reaches far beyond any immediate financial consideration. Now on her second *Accelerate* collaboration with the pharmaceutical company, McMaster PhD student Bernice Tsoi has truly demonstrated the value of plugging academic knowledge into industry. Her background in health research methodology provided the initial basis for her first *Accelerate* internship that focused on the economic evaluation of a new drug to treat uterine fibroids. The result of her first *Accelerate* project is remarkable, as the drug she studied is now the first and only drug approved by Health Canada for the treatment of uterine fibroids. Quebec became the first province to provide the drug to patients, and the pharmaceutical company is in discussions with other provinces. Speaking on her experience, Bernice commented on its significance: *"This project was really valuable. It yielded enough interesting information that Actavis set up a second internship for me. It's really helped me see a practical side of research and has opened the door to so many opportunities."* In her second internship with the company, Bernice continues to build on the discoveries of her previous project. The skills she developed on the economic evaluation of new drugs is now being put to use to calculate the costs and benefits of a drug not yet introduced to the Canadian market for intermittent treatment of uterine fibroids.

2. Create job opportunities for graduate students and postdoctoral fellows in various disciplines.

Results from Mitacs' recent longitudinal survey of *Accelerate* industry partners indicate that 30% of companies polled have hired one or several interns with 25% hiring interns into new positions, while 26% have hired other new employees based on their *Accelerate* experience. In addition, survey results also show that 14% of past *Accelerate* interns have started their own business, using the skills and experience gained from their internship to set themselves up for success. The below figure demonstrates the range of perceived opportunities for interns post-internship.

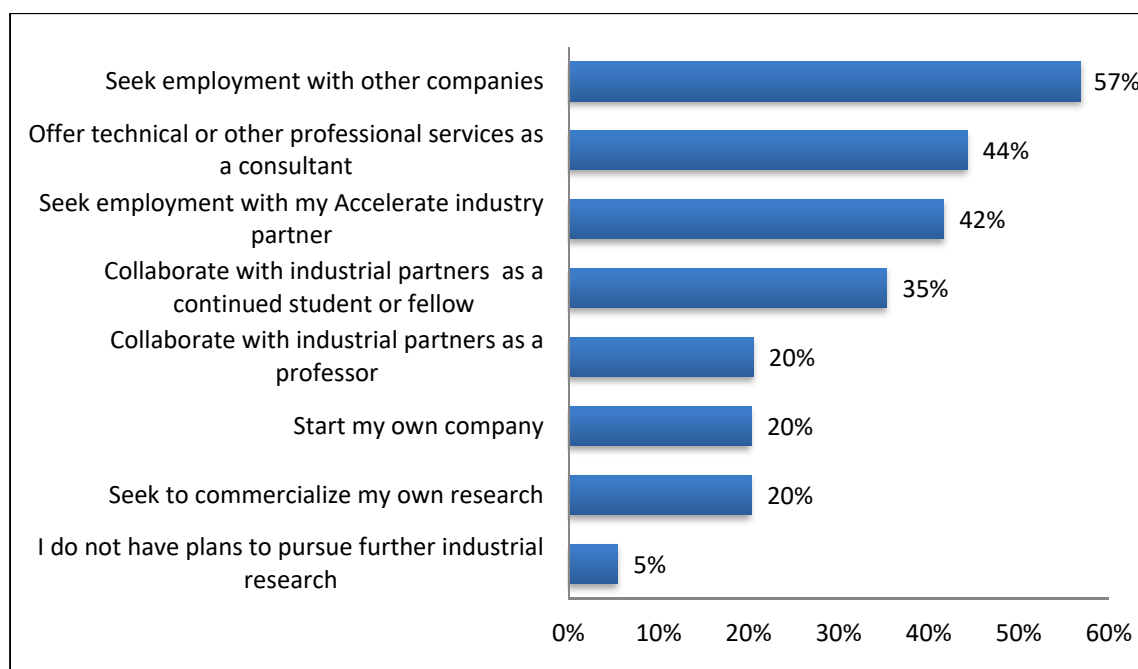


Figure 3: Accelerate interns' plans for pursuing further industrial research post-internship

Mitacs works across all academic disciplines to develop internship opportunities for graduate students and postdocs to ensure their access to Mitacs programs. In particular, Mitacs has focused on increased outreach to social sciences and humanities (SS&H) researchers through a joint initiative with the Social Sciences and Humanities Research Council (SSHRC). As part of this initiative, Mitacs has consulted with Canadian SS&H researchers to ensure that its suite of programs meets their needs while also providing Mitacs industry collaborators with access to a talented pool of SS&H students able to address a multitude of complex issues and research challenges. This initiative is designed to ensure seamless flow of Accelerate internships for SS&H interns working on research projects with recipients of SSHRC grants. As a result, these students have increased opportunities to enhance the contribution of their research while applying their expertise to unique industry challenges. This fiscal year, 24 projects were delivered as a result of the Mitacs/SSHRC partnership, including several internships collaborating with the IMMERSe network, which conducts research projects to enhance video game use in learning and training. Further, 9% of Industry Canada-funded internships took place in the SS&H disciplines this past fiscal year.

In addition, Mitacs is also partnering with Genome Canada through Genome Canada's Genomic Applications Partnership Program (GAPP), which partners academic researchers with "users" of genomics (e.g. industry, provincial governments, non-profits, or other organizations) to translate innovations that are expected to have considerable economic and social impacts in the near future. This partnership will enable funding and training for graduate students and postdocs as they are placed within industry through GAPP projects. It will prepare Canada's next generation of innovators through hands-on experience. Interns transfer their skills from theory to real-world application, while the companies gain a competitive advantage by accessing high-quality research expertise. Mitacs is currently working with regional offices to identify opportunities, and has submitted its first joint project this past fiscal year.

Finally, Mitacs has just signed a Memorandum of Understanding (MOU) with the Natural Sciences and Engineering Research Council (NSERC) to collaborate on the delivery of complementary research programs. Mitacs and NSERC have worked together for many years; however this formal agreement and relationship creates a national platform for shared users of Mitacs and NSERC programs and provides university researchers and their industry partners with greater flexibility in accessing programs offered by both organizations. *Accelerate*, *Globalink*, and *Elevate* are included in this agreement.

Helge Seetzen, founder of Montreal-based startup incubator TandemLaunch, got his start through a *Mitacs-Accelerate* internship while he was a PhD student at UBC's Structured Surface Physics lab. In 2002, Helge and a team at the lab developed a new way to control the brightness of visual screens and sold it to audio and cinema giant Dolby Laboratories. In 2010, he formed TandemLaunch, a company that takes young scientists and entrepreneurs in universities and provides them with seed money and coaching to transform their ideas into profitable businesses. Over the years, TandemLaunch has recruited dozens of *Accelerate* interns and postdocs from Concordia, École Polytechnique, and McGill, in fields ranging from engineering to life sciences to the arts. *"Mitacs has been phenomenal,"* says Matt Smith, Partner and Chief Operating Officer at TandemLaunch. *"Its programs help us develop better long-term relationships with graduates and their professors, which gives us access to more ideas and talent that we can develop in the future. The streamlined and easy-to-use grant process is also a breath of fresh air...The success of this relationship speaks for itself...And when we develop something into a product, or new company, that creates value for the researchers, for us, and for innovation across Canada as a whole."* Helge's seed of an idea has resulted in an organization that provides resources and assistance to the next generation of innovators, creating career opportunities and providing them with the necessary tools for success.

3. Improve employability of graduate students and postdoctoral fellows in their field.

Accelerate fundamentally changes how graduate students are trained in Canada, not by replacing current approaches, but by supplementing them with training and development opportunities that lead to the deployment of a highly trained and educated workforce at levels equivalent with the world's leading economies. *Accelerate* also provides graduate students and postdocs with the opportunity to explore industrial research projects in the private or public sector, offering an alternative to the traditional academic route. According to recent exit survey results, 88% of interns report an increased interest in pursuing a career in R&D as a result of their internship, while 91% report an increased interest in pursuing a career in the private sector.

The *Accelerate* program builds upon interns' excellent university training with relevant professional skills development through the *Mitacs-Step* program, which provides professional skills training to graduate students, supplementing their education and research experience with the tools necessary to succeed in today's workforce. Workshops are facilitated by leading industry and business professionals and cover such topics as effective project management, essentials of productive teams, and communication. In 2014-15, Mitacs offered 191 *Step* workshops to almost 4,000 attendees across nine provinces. Mitacs has been able to streamline the offering of *Step* workshops through online courses, which allows regional students a wider range of workshop offerings. This past fiscal, Mitacs offered 10 online workshops, ensuring access to over 250 attendees. The combination of these professional development workshops alongside the practical experience gained through the internship leads to a robust and developed skillset for interns. Figure 4 below shows interns' perceived development in the following areas.

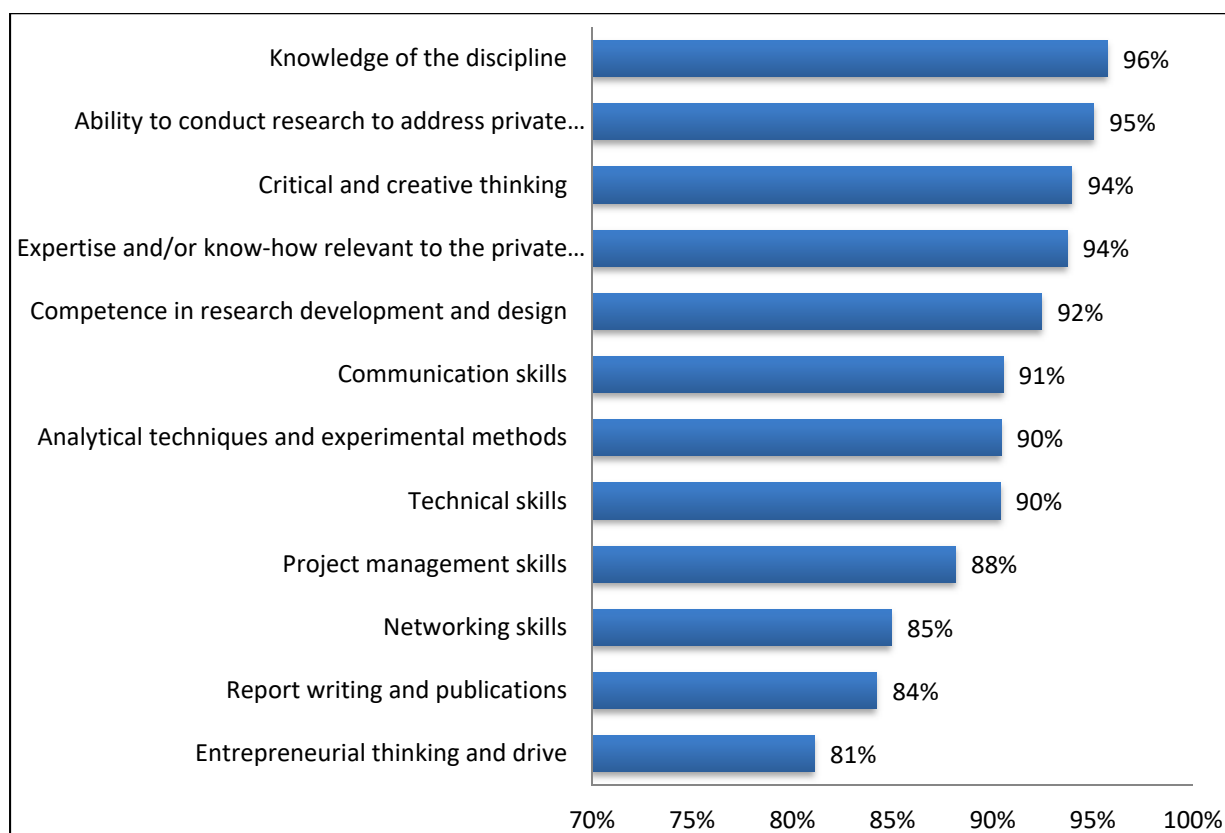


Figure 4: Interns' perceived skills development in a range of areas as a result of their internship

At the University of Manitoba, intern Julius Adebayo Awe managed to produce exceptional results throughout the course of his *Accelerate* project. Along with CancerCare Manitoba, Julius developed an innovative way to determine the progression of prostate cancer in intermediate risk prostate cancer patients through a simple blood test. Julius, who is completing his PhD in Physiology at the University of Manitoba, has been researching under Dr. Sabine Mai to apply and validate the new screening technique. All tumors shed cells which are then circulated in the blood stream; the technology Julius applies isolates these circulating tumor cells using a filter device. The cells can then be analyzed to determine the nature of the cancer using 3D nuclear imaging. *"We need just 3ml of blood from a patient and from that, we can isolate enough tumor cells to determine the progression of the prostate cancer,"* explained Julius. *"It provides a much more accurate diagnosis than a biopsy and it can give a better representation of how far the illness has progressed or how stable it is."* During his internship, Julius also worked on creating an image library of cancer cells in partnership with lens and microscope manufacturer Carl Zeiss Canada Ltd. Using state-of-the-art imaging technology, he developed the first high resolution database of cancer cell images in North America. Dr. Sabine Mai says the new screening technology has been patented, and will help enhance a clinician's ability to decide on personalized treatment management. *"The internship determined that the new technique is more accurate than current screening methods involving a biopsy, and we will seek approval for use in clinical settings in Canada and the United States after a further patient study."* Dr. Spencer Gibson, Director and Professor, Manitoba Institute of Cell Biology, which was jointly founded by CancerCare Manitoba and the University of Manitoba, said the research made a significant contribution to understanding prostate cancer cells. *"Our collaboration with Mitacs and Carl Zeiss provided Dr. Awe with the opportunity to pursue new avenues of research while gaining valuable insight into the business world and the cutting-edge cancer research we do in Manitoba."*

4. Increase retention of domestic and international graduate students and postdoctoral fellows in Canada after completing their studies.

Mitacs monitors the intermediate and long-term retention outcomes of *Accelerate* through implementation of regular longitudinal studies of past program participants. Mitacs also conducts exit surveys of interns upon completion of their internship. According to recent exit survey results, 95% of interns report that they are more likely to stay in Canada post-graduation as a result of their internship. In addition, according to a recent longitudinal survey of interns, 67% of national and 81% of international interns report that their internship increased the likelihood that they would stay in Canada for employment. In addition, results from longitudinal surveys of former *Accelerate* interns show that two-thirds of international students stay in Canada upon completion of their degree. Based on this statistic and the figure below demonstrating the breakdown of intern nationality, Mitacs is retaining approximately 335 Industry-Canada international interns on a yearly basis through the *Accelerate* program.

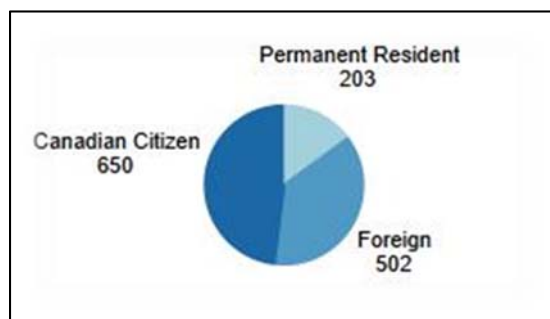


Figure 5: Industry Canada funded *Accelerate* interns by nationality

In collaboration with university partners, Mitacs piloted a model for the integration of *Accelerate* internships into Masters' programs, both professional and research, to ensure that retention rates for graduate students remain

high. This strategy supports university engagement with industry and the close linkages between research and training and industry needs and opportunities for students. It also supports the development of innovative new applied graduate programs across disciplines. Mitacs currently has 10 MOUs signed with university departments across the country to embed internships into their programs. University departments include: Centre for Operations Excellence (COE) at the Sauder School of Business at the University of British Columbia, the Institute for Data Science at Carleton University, and the Problem-driven Research program at the University of Calgary. In 2014-15, the second year of this initiative, Mitacs delivered 65 internships through this integrated model.

In addition during 2014-15, Mitacs piloted a streamlined review process for embedded internships with two masters programs: the Master of Science in Applied Computing (MScAC) program at the University of Toronto, and the Master of Management in Operations Research (MMOR) program at the University of British Columbia. This review has demonstrated positive results in ensuring that research standards were met leading to a continuation of this efficient arrangement, which will allow a timely and streamlined process for potential *Accelerate* interns to participate through their degree programs.

Memorial University of Newfoundland's Migara Liyanage, an international student, put his robotics expertise to work developing a 3D-laser scanning system for construction projects with ND Dobbin, an architecture and construction firm. Laser scanning systems of this type typically cost upwards of \$150,000 but Migara's solution could save the firm countless hours and thousands of dollars preventing errors that can come up as a result of conventional site surveying methods. *"Our company is always looking for new ways to take advantage of the latest innovations in civil and structural engineering. Partnering with Migara through Mitacs-Accelerate provided tremendous value by helping us to find and develop the right technology for our needs so that we are confident in the progress and integrity of our projects,"* said Brad Dobbin, Vice President of ND Dobbin Group of Companies. Through a connection made by Migara's PhD supervisor Dr. Nicholas Krouglicof, ND Dobbin partnered with Mitacs on a grant to hire Migara from the Faculty of Engineering and Applied Science in order to develop a laser scanning system that would suit their specific needs. Under Dr. Krouglicof's supervision, Migara developed an integrated 3D-laser scanning system that takes millions of scanned data points from construction mega-projects and turns them into comprehensive digital models of the buildings to provide crucial spatial information about the build as its happening. Architects and engineers can then be sure that the build is taking place according to plan and can discover mistakes before they're made. These models can also be used to develop virtual tour software or 3D-printed models to present to current or potential clients for marketing and sales. Migara is now looking forward to a post-doctoral fellowship with the company where he will implement his 3D scanning system at active sites for ND Dobbin. This experience will benefit him in the coming years when he is working as a professional engineer. *"My Mitacs Accelerate internship gave me a valuable opportunity to directly use my academic knowledge to benefit industry and solve the problems they're facing,"* said Migara. In addition, Migara's *Accelerate* experience provided him with the skills and experience necessary to build a successful career in Canada.

5. Increase investment of participating companies in research, development, and innovation.

Accelerate directly encourages, fosters, and increases private sector investment in innovation and R&D. Industry contributions to *Accelerate* represent the highest industry investment in programs of this kind. For fiscal year 2014-15, industry participation and investment in *Accelerate* resulted in a direct contribution of more than \$20 million. In addition, based on a recent longitudinal study of past *Accelerate* industry partners, many reported an increase in R&D investment as a direct result of their *Accelerate* research project. The figure below demonstrates that 40% of industry partners increased their R&D investments by \$100,000 or more.

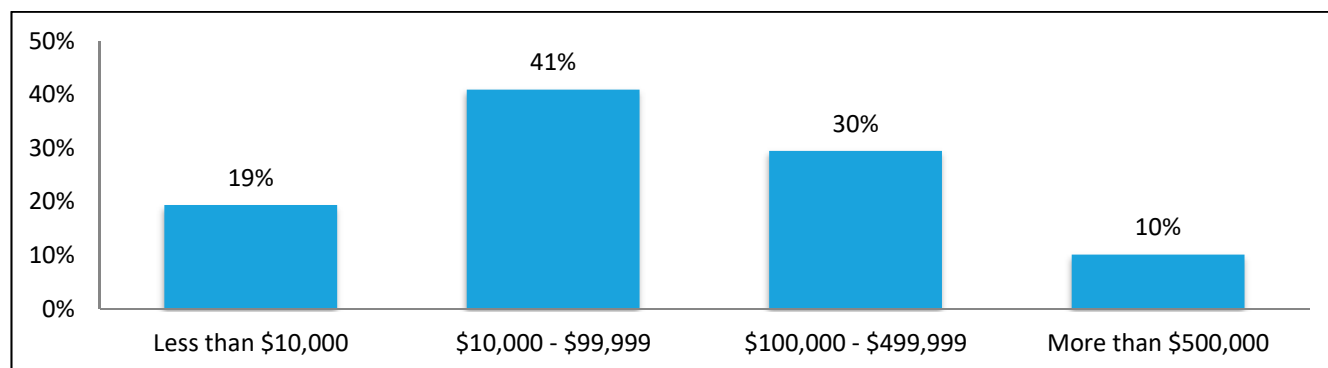


Figure 6: Value of new R&D investments by Mitacs industry partners as a result of *Accelerate* experience

Host organization participation in *Accelerate* can result in various outcomes that contribute to increased R&D and innovation investments. The below figure demonstrates these possible outcomes including the launch of new R&D projects, an increase in overall R&D activities and investments, and the creation of new R&D positions.

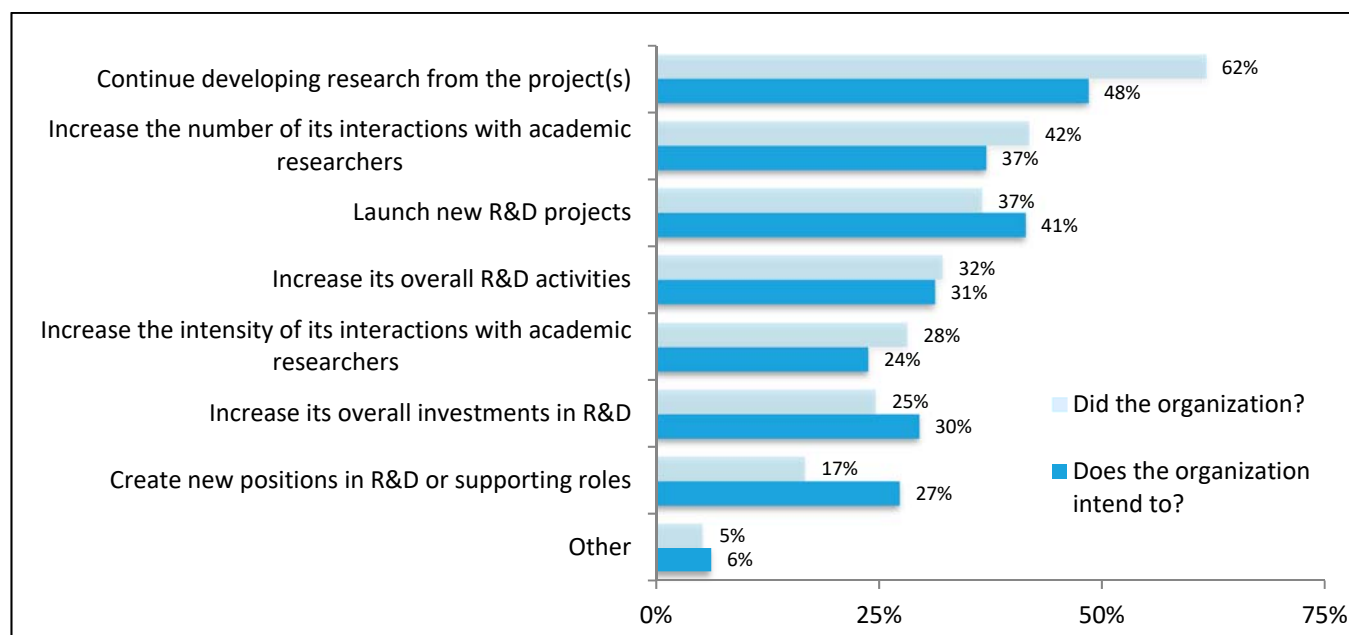


Figure 7: R&D-related changes resulting from *Accelerate* participation

Based on increased industry demand, Mitacs continues to grow and expand its account management strategy, which serves to address the challenges of large-scale industrial research projects. Increasingly, Mitacs and select firms are signing MOUs that detail continuing R&D and training strategies through Mitacs programs. Mitacs account managers work closely with these partners to develop proactive research initiatives that leverage the entire Mitacs academic network. In addition, these long-term agreements represent an opportune method for leveraging *Accelerate* clusters. As clusters are designed for longer-term, multidisciplinary research projects involving multiple interns, universities, and industry partners, they are advantageous for projects with a larger scope, resulting in a more efficient review process. For fiscal year 2014-15, Mitacs delivered 464 Industry Canada-supported internships through the cluster model. Mitacs continues to refine this strategy as it collaborates with new organizations.

Mitacs currently has 37 signed MOUs with more in various stages of development. These MOUs are with organizations across Canada and across sectors, including manufacturing, clean energy, and aerospace. These MOUs streamline the administrative process of internship delivery and ensure that Mitacs is meeting and addressing the needs of partners. In turn, partners are able to incorporate collaborative research internships into their long-term R&D, innovation, and talent development strategies. These MOUs represent close to 600 internships in 2014-15 directly linked to Mitacs-assisted industrial research strategy, resulting in close to \$9 million of industry investment in Canadian R&D.

3M is a multi-national technology-based company with Canadian headquarters in London, Ontario. Through its involvement with the *Accelerate* program, 3M has developed a lasting partnership with the University of Western Ontario, while also incorporating *Accelerate* internships into various R&D projects. Through one of its internships, 3M was able to access the coatings chemistry developed at Western for use in industrial applications. In addition, 3M's *Accelerate* internships have led to jobs for interns, plus access to Western's electro-mechanical workshop for the design and construction of commercially-viable products. As stated by Frank Brandys, Laboratory Manager at 3M Canada: *"The Mitacs-Accelerate program was a complete success. Its flexibility allowed our company to design a project that fit our specific needs and simultaneously enhanced the student's professional experience and future prospects. Its effect on all parties involved is significant."*

Globalink

Mitacs-Globalink recruits exceptional international students to Canadian universities; expands the highly-skilled labour pool; extends Canadian business and research networks; and promotes Canada's brand of excellence in research, education, and innovation. Further, *Globalink* connects Canada to international research networks, attracting, training, and retaining highly qualified personnel with the research expertise and professional skills to create and grow companies while providing Canadian students invaluable international research experience by:

- Recruiting the world's best undergraduate students to Canadian universities for research internships and offering competitive fellowships for returning students for graduate studies; and
- Sending Canadian graduate students abroad to gain international research experience and build global research networks.

1. Increase the number of foreign students undertaking research projects in Canada and applying to pursue graduate or postdoctoral studies in Canada.

Mitacs' Globalink program suite offers programming and initiatives aimed at increasing and retaining the number of international students coming to Canada. Mitacs' current inbound strategy includes:

a. Mitacs Globalink Research Internships (GRI)

Exceptional undergraduate students are matched with top Canadian university researchers for a three-month summer research internship alongside the opportunity to network with local industry. International students involved in the *GRI* program come to Canada and learn about the educational, research, and work opportunities in the country, while also contributing to building international awareness of these opportunities in Canada.

Mitacs is able to report that for 2015 thus far, 749 Industry Canada-funded *GRI*s are taking place across Canada with top students from Brazil, China, France, India, Mexico, Saudi Arabia, Turkey, and Vietnam. This delivery for summer 2015 represents a fraction of the program's demand: Mitacs received over 4,000 applications from international students and almost 2,000 applications from professors across Canada. With continued expansion of the program and ongoing discussions with additional potential international partners, Mitacs anticipates continued demand and growth of the *GRI* program.

In addition, Mitacs has received positive feedback from past *GRI* interns through a recent longitudinal survey. The survey reported that 91% of past interns who returned to Canada for graduate studies indicated that their participation in the *GRI* program significantly contributed to their decision. Further, 88% of past interns who are still in the process of completing their undergraduate degree indicated their participation in the *GRI* program has significantly increased the likelihood that they will consider Canada as a destination for future studies. Finally, the below figure shows the responses of past *GRI* participants in regards to their plans for participating in a research internship had the *GRI* program not been available, demonstrating the influence that *Globalink Research Internships* have on participants.

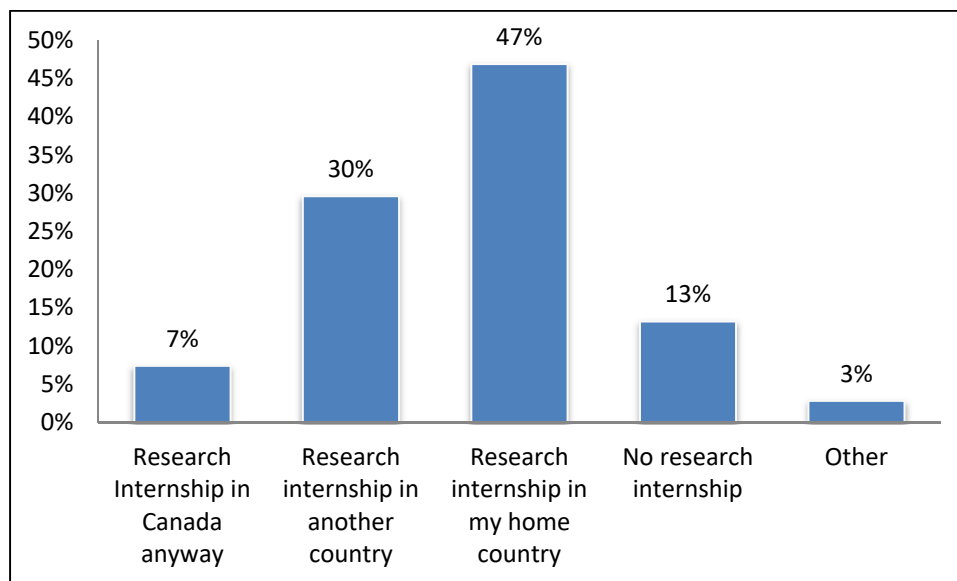


Figure 8: *GRI* Participants' plans had the *GRI* program not been available

Canadian host professors at Mitacs' partner universities also contribute significantly to the interns' experiences and overall impressions of Canada as a leading destination for research and innovation. While Mitacs has a strong pool of professors who continue to participate in the program year after year, Mitacs also makes a concentrated effort to expand this pool to professors new to the program. For 2015, over 60% of professors participating in *GRI* were first-time participants.

The success and popularity of *Globalink Research Internships* can be seen through the hundreds of websites, blogs, YouTube videos, and Twitter accounts that have been created by *GRI* alumni to discuss Canadian education and research opportunities with their peers. As the success of the *GRI* program reaches international audiences, Mitacs is able to leverage this through increased partnership opportunities with foreign agencies to facilitate the expansion of *Globalink*. Overall, the exceptional quality of research taking place in Canada contributes significantly to the building of strategic and foundational research collaborations between Canadian universities and key international partners.

All in all, these results demonstrate that the *Globalink Research Internship* program is increasing Canada's profile within the international education landscape with current and former *GRI* interns taking on the role of ambassador for Canada's education and career opportunities, as seen in the figure below, which shows responses from former *GRI* interns in response to whether or not they had convinced other students or friends from their home country to come to Canada for an internship, graduate studies, or employment.

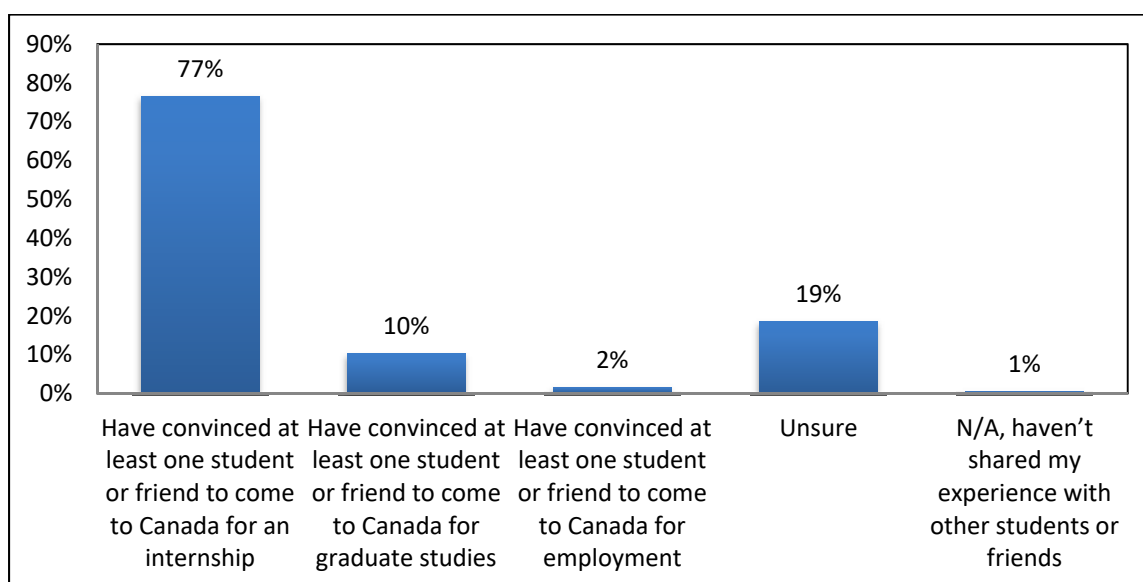


Figure 9: Percentage of *GRI* participants who have convinced friends and fellow students to participate in *GRI*

b. Mitacs Globalink Graduate Fellowships (GGF)

Globalink Graduate Fellowships act as a recruitment tool for *Globalink Research* interns who return to Canada for graduate studies at one of Mitacs' partner universities via financial support matched with university support. During the reporting period in question, Mitacs awarded 63 fellowships to returning students from Brazil, China, India, Mexico, and Vietnam.

Mitacs anticipates the number of fellowships to increase as past *Globalink Research* interns complete their undergraduate degrees and begin applying for graduate studies. This is reinforced by the fact that 98% of this past fiscal year's *GRI* interns reported an increased likelihood that they will pursue graduate studies in Canada based on their internship experiences. As shown in figure 10 below, results of a recent longitudinal survey of past *GRI* participants indicate that 68% of those still completing their undergraduate degrees are strongly considering Canada as a destination for future graduate studies compared to only 52% of other international undergraduate students surveyed.

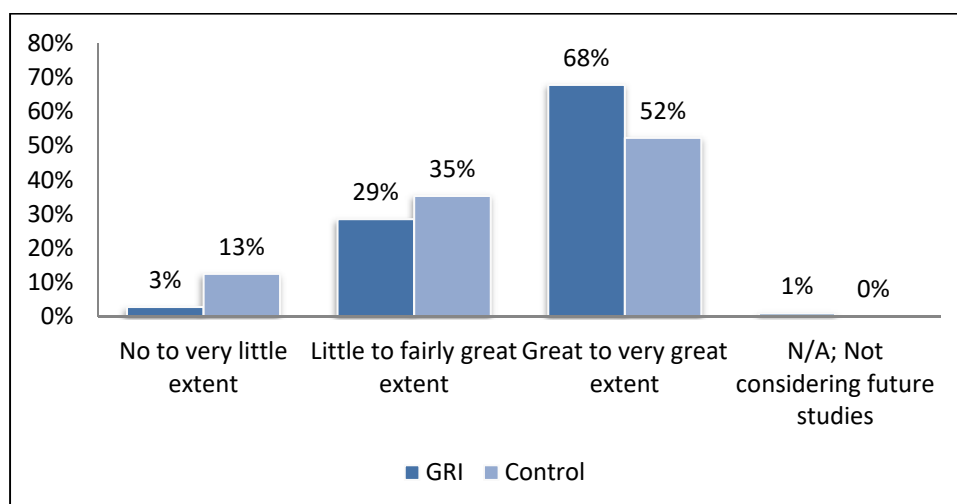


Figure 10: *GRI* participants vs. International undergraduate students on whether or not they're considering Canada as a destination for graduate studies

c. Mitacs Globalink Research Award (Inbound) (GRA-Inbound)

To increase two-way mobility of talented young researchers between Canada and Mitacs partner countries, Mitacs has expanded its *Globalink Research Award* for both graduate students in Mitacs partner countries (inbound) and to Canadian students at a Mitacs full or associate partner university (outbound) to undertake a research project abroad. The Inbound initiative provides greater opportunities for top students from partner countries to come to Canada to gain graduate research experience, branding Canada as a top destination for international talent to live and work.

Inbound *Globalink Research Awards* are facilitated in partnership with Mitacs' international partners, and this fiscal year, nine graduate students from Brazil, China, and France came to Canada to undertake *Globalink Research Awards*. The number of participants in this initiative will increase as Mitacs works with partner countries on this pilot, ensuring that it meets the international education priorities for both international partners and Mitacs. The demand for this initiative is high, as Mitacs received 101 applications for *GRA-Inbound*. In addition, as Mitacs

moves out of the pilot phase for the *GRA* initiative, an agreement has been signed with France, while one with China is in final stages of approval. Mitacs is working with other current and potential partner countries to put in place formal agreements.

Pragya Chawla came to Canada to undertake a summer research project in the field of astrophysics under the guidance of Dr. Locke Spencer at the University of Lethbridge through a *Mitacs Globalink Research Internship*. With Dr. Locke, she focused on one of the many puzzle pieces needed to form a detailed picture of the origins of our Universe as seen through the European Space Agency Planck telescope. Pragya also had the opportunity to experience the culture and wilderness of Alberta and Canada through organized social events, as put by Pragya: *"Living in a new country gave me the chance to step out of my comfort zone and explore my independence. I love to travel and explore new places so our road trips to Waterton Lakes National Park, Banff National Park, and even Vancouver were probably the best moments during my stay in Canada. Additionally, the kindness and warmth of people I met during my travels and research in Lethbridge are things I am never going to forget."* Her work with Dr. Locke also allowed her to gain a further understanding regarding the methods and tools used in astrophysics, while also having the opportunity to learn from the other researchers in the lab working on various related astrophysics projects. Pragya learned a lot from her *Globalink* experience and is thinking about returning to Canada for her graduate studies: *"Apart from cutting-edge research facilities and work environment, the thing that really attracts me to Canada is the importance that is given to innovation in this country. I am definitely considering the option of returning to Canada to pursue a Masters in Astrophysics, and later a PhD to further my knowledge and contribute to this amazing field of research."*

2. Increase the number of Canadian students participating in research and educational opportunities abroad.

Globalink outbound initiatives provide Canadian graduate students with the opportunity to go abroad to gain international experience and to build global connections through academic and industrial research. Outbound students have the opportunity to undertake research through an international internship with an accredited university or an industry partner in one of Mitacs' partner countries. This sharing of Canadian talent abroad demonstrates the research excellence being conducted in Canadian universities, while providing Canada's top talent the opportunity to gain international research linkages and experience.

This fiscal year, Mitacs matched 161 Canadian students from Alberta, BC, Manitoba, Nova Scotia, Ontario, Quebec, and Saskatchewan with top academic researchers and international companies in Brazil, China, France, India, Mexico, Turkey, and Vietnam. Demand for this initiative outstripped available placements by 50% with Mitacs receiving a total of 313 applications for this fiscal year. Mitacs is working with current partner countries India, China, Brazil, Mexico, Vietnam, France, and Saudi Arabia to expand this initiative. In addition, Mitacs is also in preliminary discussions with Tunisia, Germany, Japan, South Korea, Israel, Algeria, Belgium, Switzerland, and the European Commission.

Almost half the world's population cooks with highly polluting, traditional biomass stoves that burn wood or crop residue. The resulting household air pollution is one of the world's leading causes of death and contributes significantly to climate change. As an undergraduate student majoring in pharmacology and minoring in environment studies at McGill University, Rosalind Chen has always been interested in studying solutions to global problems. The *Mitacs-Globalink Research Award* allowed her to travel to rural Sichuan province in China this summer under the guidance of Dr. Jill Baumgartner (McGill University) and Dr. Xudong Yang (Tsinghua University, China) to investigate the benefits of an energy intervention program. Her international collaboration seeks to measure the air quality, climate, and health benefits of an existing stove intervention program on the Tibetan plateau that replaces traditional biomass cook-stoves with low-polluting alternatives designed by Tsinghua University. Throughout the course of her internship, she researched the performance and usage of two stove prototypes installed within a local community and looked at what modifications need to be made to the cook-stoves prior to a community-wide installation next year. Of her experience, Rosalinda said, *"This international experience has been truly amazing. Daily interaction with researchers here in China [gave] me a new perspective on household air pollution, from its health implications to its impact on climate...Living and working on site has taught me a lot about doing research in the field. A variety of technical, political, and social factors must be considered to ensure research quality, from the constant maintenance of equipment to establishing positive relationships with the local community and the rest of the team. I have learned so much from the first month of my internship! The insight into international research and fieldwork has been invaluable and I would highly recommend the program to all young researchers."*

Elevate³

1. Improve employability of postdocs in their field.

Mitacs-Elevate is a two-year training program for postdocs, in which participants lead and undertake an industrially relevant research project. During this time, postdocs receive experiential training in R&D directly through their industry-academic research collaboration, and leadership training and business acumen through the program's training curriculum. With a suite of skills development workshops and activities unique to *Elevate*, fellows learn about communication, leadership and management, and other critical business skills relevant to research man-

³ Please note that due to the timing of the Industry Canada *Elevate* grant, the current 2014-15 cohort is in the process of completing their fellowship, and thus survey results and success stories come from past participants of the program.

agement careers in academia and industry. These training opportunities complement fellows' specialized expertise and ensure that on completion of their fellowship, they are ready to lead large-scale research projects throughout their careers. This past fiscal year, Mitacs delivered 98 Industry-Canada funded *Elevate* fellowships with 98 fellows.

Elevate is the only postdoc fellowship in Canada with an R&D management training plan for PhD graduates. Throughout the two-year fellowship, fellows spend approximately one to two days per month exploring a variety of leadership, business, and R&D management topics that are relevant to Canada's current professional climate, with instruction from industry leaders. Training activity topics include project management in the research environment, technology and innovation management, and communication management, among others. The table below lists *Elevate* workshops offered to the 2014-15 *Elevate* cohort.

Workshop Type	Number of Elevate Fellows
Career Professionalism	37
Effectively Managing Human Resources in R&D Management	13
Foundations of Project Management I	46
Foundations of Project Management II	45
Networking	69
Online - Time Management	9
Online Writing Strategic Business Reports	3
Practice Your Presentation Skills I	60
Skills of Communication	81
Flipped Classroom Networking	11

Table 2: List of Workshops taken by 2014-15 *Elevate* Cohort

The *Elevate* experience in addition with the professional skills development gained through the fellowship gives fellows the opportunity to develop a comprehensive business-ready skillset for use in their future career. As seen in the figure below, the majority of *Elevate* fellows reported the development of a business-ready skillset over the course of their fellowship.

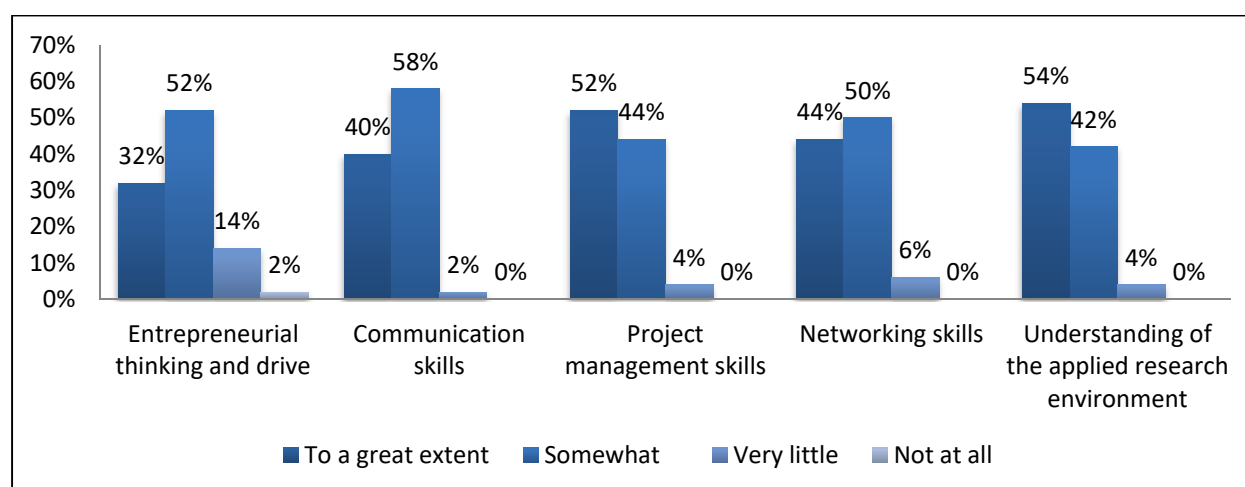


Figure 11: *Elevate* fellows' reported development of a competitive skillset

As demand for faster data transmission rates places pressure on existing computer hardware, companies like Snowbush-Semtech IP are keen to ensure that every dollar spent on developing new products will have a return on investment. After investing in a two-year postdoctoral fellowship with Dr. Haleh Vahedi through *Mitacs-Elevate*, the company saw such tremendous value in her work that they decided to hire her full-time. During her *Elevate* fellowship, Haleh was supervised by Dr. Tony Chan Carusone of the University of Toronto's Department of Electrical and Computer Engineering to design an electrical circuit for data transmission. The circuit she designed could easily be added to existing Snowbush hardware, improving signal integrity without adding complexity to the system. During her fellowship, Haleh took part in a series of *Mitacs-Step* workshops that included essentials for business communication, networking, and project management. These workshops allowed Haleh to hone her interpersonal skills in the workplace and to better plan and predict the resources and time required to efficiently complete projects. For Saman Sadr, Director of Analog Design and IP Development for Snowbush-Semtech, *Elevate* was a very attractive program to collaborate with due to the industry-focused research it provided. Haleh spent the majority of her fellowship at the company offices, becoming familiar with the daily practices and procedures of the company. It soon became clear that Haleh was a valuable member of the team. As stated by Mr. Sadr: *"The skill set Haleh developed was so strong, so marketable for industry, that she was a great candidate to hire. So we employed her first on a contractual-basis, and now she has joined the company full time."* Haleh now works as an analog designer for the company, developing new ways to improve high speed signals at the cutting-edge of data transmission hardware. *"I want to thank Mitacs for this great opportunity. I learned so much and am so grateful for the experiences I had."*

2. Increase retention of PhD holders in Canada to create a highly effective talent pool ready to lead innovation.

Mitacs' *Elevate* program increases the province's retention of advanced degree holders through facilitating career opportunities for postdocs through the connections and experiences gained through their fellowships. *Elevate* fellows undertake a rigorous management training program, and in addition, *Elevate* fellows have the opportunity to participate in the "Great Idea Pitch", a Dragons' Den-like event where fellows are given the opportunity to pitch their research to industry experts. The objective is to give the fellows practice in communicating the industry applicability of their research to companies in their sector and demonstrating its value to the organizations' bottom lines. This experience not only gives fellows the opportunity to showcase their research to industry, but also demonstrates to them the possibilities for career options within Canada outside of the traditional academic route. The figure below shows *Elevate* fellows' future plans upon completion of their fellowship.

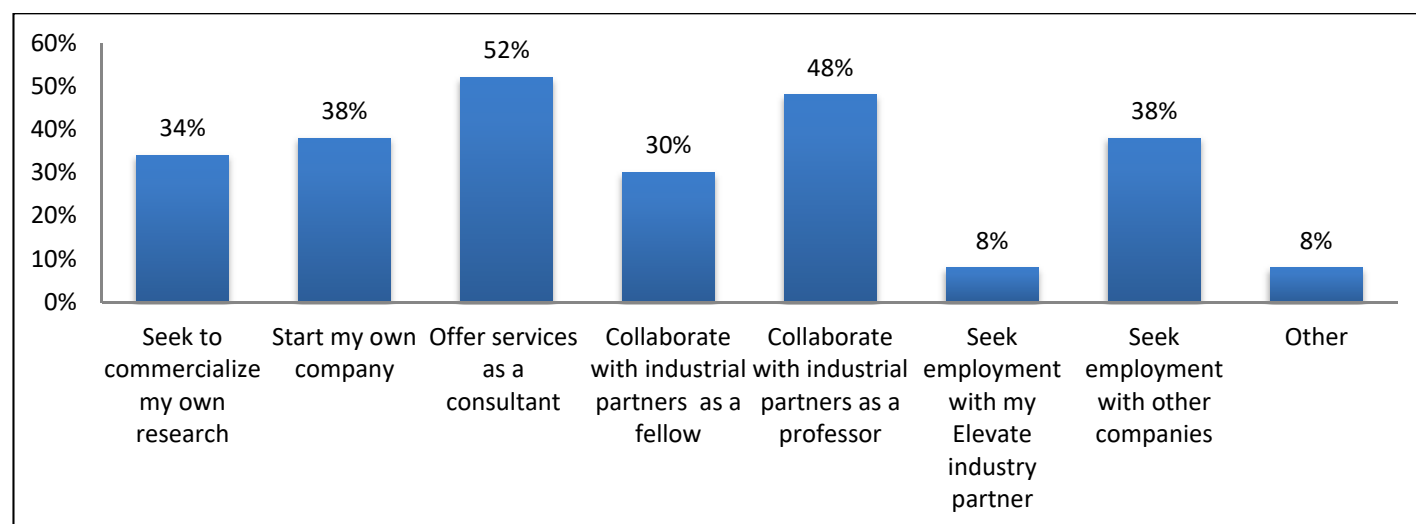


Figure 12: *Elevate* fellows' future plans upon completion of their fellowship

Retention outcomes through the *Elevate* program are promising: 76% of *Elevate* fellows polled plan on staying in Canada upon completion of their fellowship, which indicates a significant retention rate as more than a third of Industry Canada-funded *Elevate* fellowships for 2014-15 were undertaken by international students as seen in table 3.

Elevate Fellows by Citizenship:	
Canadian Citizen	38
Foreign	35
Permanent Resident	25
Total	98

Table 3: *Elevate* fellows by citizenship

As Canada's population ages, more people are placing a greater emphasis on keeping their minds and brains healthy. But detailed assessments of cognitive health are typically very lengthy, and waitlists to see specialists are long, forcing patients to wait as cases pile up. However, thanks to the research of *Mitacs-Elevate* postdoc Shawnda Lanting, doctors may soon be able to radically reduce this backlog. After completing her PhD at the University of Saskatchewan and returning to her home province of BC for a residency, Shawnda had a growing concern about how testing for mental illness and cognitive impairment was being done. Currently, people have to go through lengthy tests of their concentration, learning, memory, reasoning, language, and other skills. Through *Elevate*, Shawnda began a two-year fellowship with Copeman Healthcare Centre, researching how much this process could be streamlined while maintaining its reliability. *"Previous researchers have designed assessment tools that are brief, streamlined, and easy to administer...I studied these newer tools in comparison to the standard methods, and found that the assessment time could be reduced from two days per person to 30 minutes or less. Moreover, the results from the streamlined assessments are just as good as those from longer tests. This newer, faster way of testing can be used for people with psychological or cognitive health problems, as well as with patients who are just coming in for a general wellness check-up. Since the testing is so much shorter, it's easier for doctors to administer, less stressful on patients, and will mean faster access to care,"* stated Shawnda. Copeman's Director of Brain Health and Psychological Health, Elisabeth Sherman, says Shawnda's research will have far-reaching implications. *"Family doctors are traditionally the first ones to see patients with mental health and neurological problems, but they have the least access to testing tools. That's why we see backlogs when patients are referred to specialists for assessment. But with these new, shorter tests that are easier to administer, family doctors will have access to a quick snapshot of what a patient's mental or cognitive health is like, allowing them to provide support and get into prevention a lot earlier."* After completing her fellowship, Shawnda was hired by Copeman Healthcare Centre, allowing her to continue her research as she helps patients.

3. Increase the opportunities for businesses to identify and engage with postdocs and benefit from the wealth of ideas and solutions these highly qualified personnel bring.

Elevate helps Canadian companies grow by targeting exceptional postdocs with the research and professional skills and experience to lead and manage industrial research, development, and commercialization projects. This past fiscal year, Mitacs partnered with 96 companies across Canada to facilitate *Elevate* fellowships.

Elevate is an attractive option for organizations seeking a recognized program to help them develop their research and development management capacity in-house with a minimal impact on their R&D budgets. By connecting companies with a talented postdoc, the two-year fellowship encourages knowledge transfer of the fellow's practical and professional skills to the organization. Concurrently, companies benefit from fellows' creativity and fresh approach to current research challenges, while also providing them with low-risk, longer-term access to universi-

ty-based expertise while evaluating a potential employee. To that end, 90% of host organizations polled have plans to hire their fellow and/or increase their current research personnel.

In addition, 80% of host organizations indicated that the *Elevate* collaboration benefitted their organization with 80% planning on using the research advances, techniques, or tools developed as a result of the fellowship. Further, 80% of host organizations stated that their *Elevate* experiences have increased the likelihood of their organization increasing its R&D efforts, demonstrating the long-term influence of the program.

Through a *Mitacs-Elevate* collaboration, Lura Consulting was able to tap into the expertise and knowledge of *Elevate* fellow, Dr. Reuben DeBoer, from the University of Waterloo to find cost-saving trends and new revenue generation through implementing sustainable community plans in small Ontario municipalities. With this information Lura Consulting has a better idea of what will most benefit future clients, while also having a clear understanding of what further developments could be created. For Reuben, he was able to develop his skillset and create strong industry connections for successful career planning. The data generated through this partnership was shared at the 2015 Federation of Canadian Municipalities Conference with credit given to Lura Consulting as a research partner, effectively expanding their profile for future research collaborations. Luca Consulting has created a new, full-time position for Reuben ensuring that his valuable skills and knowledge will continue to benefit his host organization and Canada as a whole.

4. Connect researchers from academia to industry to develop innovative solutions to Canada's industrial and societal challenges.

Through *Elevate*, partner organizations can establish mutually beneficial and long-lasting partnerships with Canada's brightest researchers. These partnerships endure and influence the strategic planning of host organizations with 90% of those polled planning to continue their *Elevate* coloration or engaging a new collaboration as a result of their fellowship experience. In addition, 70% of host organizations indicated that they will likely increase their overall investments in R&D due to their *Elevate* experiences.

The *Elevate* program has the potential to provide a variety of outcomes through its innovative approach to industry challenges, whether through firm growth, commercialization, or through the advancement of fundamental projects. As evidenced in the below figure, *Elevate* research projects result in positive outcomes for industry.

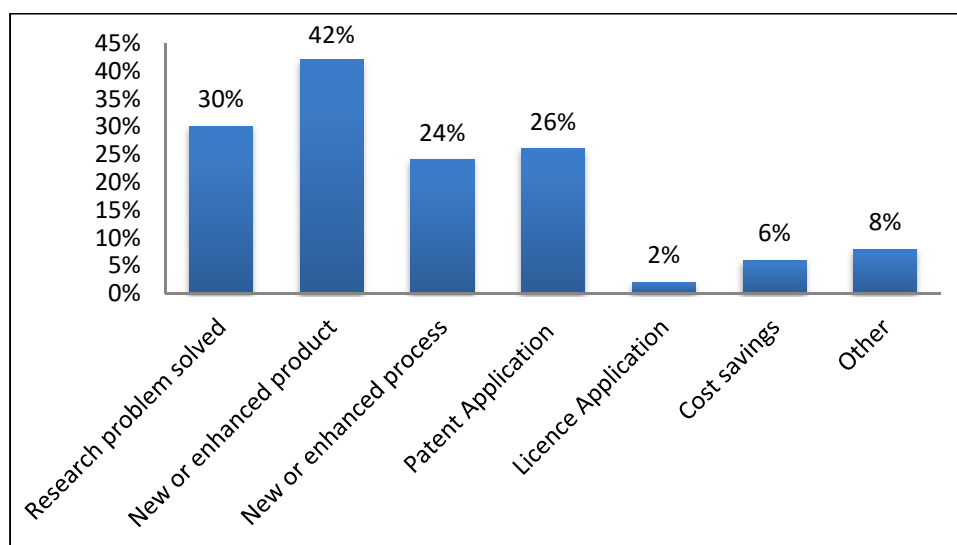


Figure 13: Outcomes of *Elevate* fellowships

Mitacs also works across all sectors and disciplines to ensure that the *Elevate* program is available to all eligible postdocs and host organizations to address the many-variegated industrial research challenges across the country. By collaborating with top-ranked researchers in all disciplines at Mitacs' partner universities, host organizations are able to find innovative solutions for their specific R&D challenges spanning a variety of sectors. This past fiscal year, Mitacs facilitated Elevate research projects in 27 priority sectors including Health and Related Sciences and Technology, Advanced Manufacturing, Environmental Science and Technology, and ICT.

In addition, through Mitacs' partnership with Genome Canada (see *Accelerate*, Section 2), *Elevate* fellows and their partner organization also have the opportunity to access Genome Canada's Genomic Applications Partnership Program (GAPP), to develop and apply genomics and genomic-based technologies within innovative projects with economic and social benefits for Canada. For 2014-15, one *Elevate* project partnered with GAPP was delivered. As this partnership continues to grow and develop, Mitacs anticipates additional *Elevate* project opportunities in collaboration with GAPP, connecting industry and academia through genomics based R&D.

Bombardier is the world's leading manufacturer of both planes and trains, and holds the number one position in regional aircraft. To maintain this top position, Bombardier needs to ensure that their products and operations remain innovative and meet the needs of clients. To assist in this mission, Bombardier turned to a collaboration with *Mitacs-Elevate* and the University of Toronto's Centre for Maintenance Optimization and Reliability Engineering (C-MORE). The research project focused on the optimization of maintenance planning for a fleet of commercial aircraft, and aimed at providing effective long-term resource planning to schedule maintenance tasks over a short-term time-frame. Bombardier has customers around the world and must plan pre-defined maintenance tasks and handle unexpected repair jobs for their aircraft fleet. Given the number and variety of tasks, limitations of the resources, and decentralized nature of the problem, Bombardier finds it difficult to plan resources and optimally schedule maintenance tasks efficiently. *Elevate* fellow, Dr. Nima Safaei, worked on the problem of providing customers with the annual scheduling of maintenance tasks in a decentralized manner, considering both resources and technical and logistical constraints while incurring minimum costs, resulting in the successful completion of project objectives. As a result of this collaboration, Bombardier continues to collaborate with C-MORE, with several future projects on the horizon. As stated by Professor Andrew K.S. Jardine, Director C-MORE, "[*Elevate is*] helping Ontario become more productive and competitive, while supporting job creation for Canadian businesses and advancing academic research opportunities among Canadian universities."

Strategic Look Ahead – Objectives for 2015-16 and Beyond

Looking to 2015-16 and beyond, Mitacs will continue to expand current programs by building on its extensive network of industry, academia, and international partners, thus advancing its core objectives:

- Building international research collaborations and partnerships;
- Reimagining graduate and postdoctoral studies through experiential learning; and
- Acting as a platform for collaboration and skills training across the innovation spectrum.

In 2015-16, Mitacs' initiatives will focus on:

- Supporting business innovation and technology commercialization while training the next generation of graduate students in advanced and applied R&D;
- Increasing the number of research managers through a targeted training program for postdocs;
- Building international research networks to attract the world's best students to Canada and to support international research experiences for Canada's top students;
- Boosting growth amongst Canada's most dynamic SMEs by fostering high-value global innovation supply chains.

Mitacs will address Canada's innovation and productivity challenges by focusing on experiential learning through the provision of international and industrial applied research internships. With the support of Industry Canada funding, Mitacs will further develop and support the nature and extent of Canadian research linkages with both domestic and international partners resulting in further collaboration and knowledge transfer between Canadian and international students, researchers and organizations. Mitacs will support these efforts through building and developing partnerships with other funding agencies and similar organizations. Mitacs has already established collaborative partnerships with the Social Sciences and Humanities Research Council (SSHRC) and Genome Canada and has recently signed an MOU with the Natural Sciences and Engineering Research Council (NSERC) with the aim of facilitating collaboration on the delivery of complementary applied research programs through the implementation of an integrated approach to R&D internships.

This collaborative approach to internship delivery will lead to increased retention of domestic and international graduate students and postdocs in Canada by increasing awareness of educational, research, and work opportunities in Canada, creating specific job opportunities with host organizations, and enhancing the employability of the participants. International students who come to Canada contribute to building international awareness of opportunities in Canada through their personal and professional networks, while Canadian students who travel abroad help to increase awareness of Canadian education and research excellence.

Mitacs' international linkages continue to multiply, with a growing number of international partners and initiatives. These partnerships lead to the retention of international graduate students and postdoctoral fellows in Canada, as well as the internationalization of Canadian research through the deployment of Canadian students abroad for research collaboration with international partners. Attracting global talent will ensure Canada's place as a hub in the network of knowledge, allowing industry, academia, and government to remain innovative and world-class.

Mitacs is committed to helping Canada leverage and build on its research excellence through programs that build academic-industry partnerships that leverage Canada's academic strength to boost business innovation. These programs support high quality, sustainable academic-industry R&D collaboration geared at specific indus-

trial challenges. Projects increase industrial research spending while acting as training platforms for skills development. And they seed future demand for highly-trained workers, creating an ongoing industrial R&D culture resulting in improved productivity and competitiveness of Canadian industry in the global economy.

Appendix A: Financials for Accelerate, Globalink, and Elevate

Table 4: Industry Canada Accelerate Expenditure Summary

Expenditures	Total 2014-15 Forecast	Total 2014-15 Expenditures	Industry Canada 2014-15 Forecast	Industry Canada 2014-15 Expenditures
# of Internships			1100	1355
Direct Program Costs				
Accelerate awards	\$33,194,376	\$42,682,362	\$6,930,000	\$8,602,110
Direct program management	\$426,731	\$376,085	\$115,000	\$129,928
Training	\$1,650,000	\$1,031,598		\$
Student mobility	\$80,000	\$110,604	\$40,000	\$38,634
Research support industry in-kind (Note 1)	\$15,750,000	\$22,487,500	\$	\$
Business development	\$3,013,559	\$2,885,098	\$490,000	\$553,605
Administrative Costs				
Scientific management	\$603,942	\$827,918	\$100,000	\$112,981
Communications/Marketing	\$551,199	\$613,090	\$100,000	\$112,981
Corporate services	\$2,394,844	\$2,361,220	\$200,000	\$225,961
Total	\$57,664,651	\$73,375,475	\$7,975,000	\$9,776,200

Note 1: We estimate industry contributes \$7,500 of research costs per intern. This has been included in Accelerate Actual Total Expenses.

Table 5: Anticipated Accelerate Funding from other Sources

Income Source	Total 2014-15 Forecast	Total 2014-15 Income
Industry Canada	\$7,975,000	\$9,776,200
IRDI-NCE Funds	\$6,870,920	\$10,657,904
Federal Development Agencies	\$	\$252,142
IRAP	\$	\$317,960
Provincial Internship Funds	\$10,500,000	\$8,826,251
Industry	\$15,452,550	\$20,658,235
Industry In-Kind (Note 1)	\$15,750,000	\$22,487,500
Total	\$56,548,470	\$72,976,192

Note 1: We estimate industry contributes \$7,500 of research costs per intern. This has been included in Actual Income In-Kind.

Table 6: Balance of Grant per Industry Canada Reporting

Balance of Grant per Industry Canada Reporting	
Grant Balance at March 31, 2014	\$389,302
2014/15 Industry Canada Funding	\$8,975,000
Interest Earned on Industry Canada Funding	\$44,464
Cancellations & Refunds	\$367,434
2014/15 Expenditures	\$(9,776,200)
Grant Balance at March 31, 2015	\$

Table 7: Industry Canada Globalink Expenditure Summary

Expenditures	Total 2014-15 Forecast #	Total 2014-15 Actual #	Total 2014- 15 Forecast Total	Total 2014- 15 Actual Total	Total 2014-15 Forecast Industry Canada	2014-15 Actual Ex- penses In- dustry Can- ada
Globalink Awards						
Globalink Research Internships (Summer Cohort 2015 Commit- ment)		749		\$8,772,728		\$5,247,098
Globalink Research Awards		165		\$788,100		\$787,879
Globalink Partnership Awards		5		\$75,000		\$32,500
Total	765	919	\$9,945,000	\$9,635,828	\$4,972,500	\$6,067,477
Graduate Fellowships						
Globalink Fellowship Awards				\$2,716,667		\$421,667
Globalink Fellowships Commit- ments				\$2,820,000		\$470,000
Total	60	63	\$3,300,000	\$5,536,667	\$900,000	\$891,667
Fixed Cost						
Marketing and Communications			\$302,500	\$175,806	\$102,500	\$104,034
Project Management			\$750,000	\$611,132	\$375,000	\$380,612
Scientific Evaluation, Matching and Administration			\$500,000	\$755,783	\$250,000	\$253,742
International Expansion			\$200,000	\$343,584	\$200,000	\$202,993
Total			\$1,752,500	\$1,886,305	\$927,500	\$941,381
Start up Cost - Systems Develop- ment			\$200,000	\$108,619	\$200,000	\$108,619
Total			\$200,000	\$108,619	\$200,000	\$108,619
Total Expenditures before Glob- alink 2014 Commitments			\$15,197,500	\$17,167,419	\$7,000,000	\$8,009,144
Globalink 2014 Commitments (note 3)						
Globalink Research Internships				\$4,312,778		\$2,971,915
Globalink Research Internships (Summer Cohort 2014 Commit- ment)				\$(4,448,057)		\$(3,362,650)
Total			\$	\$(135,279)	\$	\$(390,735)
Grand Total			\$15,197,500	\$17,032,140	\$7,000,000	\$7,618,409

Note 1: We estimate universities contribute \$3,000 of research costs per intern. This has been included in Globalink Actual Total Expenses.

Note 2: We estimate universities contribute \$20,000 per year for each Globalink Fellowship. This has been included in Graduate Fellowship Actual Total Expenses.

Note 3: At March 31, 2014 \$3,362,650 was reserved for Globalink Research Internship summer 2014 commitments. The actual expenditures were \$2,971,915.

Table 8: Industry Canada Globalink Income Summary

Income Source	Total 2014-15 Forecast	Total 2014-15 Actual Income - Total
Industry Canada	\$7,000,000	\$7,618,409
Universities (note 1 & 2)	\$2,400,000	\$6,046,860
International Partners	\$3,000,000	\$1,290,093
Provincial Partners	\$2,700,000	\$1,178,444
Total Income with Commitments	\$15,100,000	\$16,133,806

Note 1: We estimate universities contribute \$3,000 of research costs per intern. This has been included in Actual Income In-Kind.

Note 2: We estimate universities contribute \$20,000 per year for each Globalink Fellowship. This has been included in Actual Income In-Kind.

Table 9: Industry Canada Globalink Balance of Grant per Industry Canada Reporting

Balance of Grant per Industry Canada Reporting	
Grant Balance at March 31, 2014	\$511,929
2014/15 Industry Canada Funding	\$7,000,000
Interest Earned on Industry Canada Funding	\$106,480
2014/15 Expenditures	\$(7,618,409)
Grant Balance at March 31, 2015	\$

Table 10: Industry Canada Elevate Expenditure Summary

Expenditures	Total 2014-15 Forecast	Total 2014-15 Expenditures	Industry Canada 2014-15 Forecast	Industry Canada 2014-15 Expenditures
# of Fellowships		108	100	98
Elevate Awards				
Elevate stipend and research costs	\$5,866,000	\$5,883,780	\$2,634,000	\$2,640,000
Research support (Industry in-kind) (Note 1)	\$2,550,000	\$2,700,000	\$	\$
Training	\$420,000	\$324,594	\$	\$
Fixed Costs				
Marketing and Communications	\$143,000	\$140,765	\$47,000	\$46,230
Program management	\$277,000	\$235,269	\$91,000	\$89,508
Scientific Evaluation	\$200,000	\$238,250	\$66,000	\$64,918
Business Development	\$116,000	\$139,118	\$38,000	\$37,377
Corporate services	\$381,000	\$461,980	\$124,000	\$121,967
Total	\$9,953,000	\$10,123,756	\$3,000,000	\$3,000,000

Note 1: We estimate industry contributes \$25,000 of research costs per intern. This has been included in Elevate Actual

Total Expenses.

Table 11: Industry Canada *Elevate* Income Summary

Income Source	Total 2014-15 Forecast	Total 2014-15 Income
Industry Canada	\$3,000,000	\$3,000,000
Atlantic Canada Opportunities Agency	\$50,000	\$57,506
Industry Partners	\$2,550,000	\$2,682,382
Industry Partners (In-kind) (Note 1)	\$2,550,000	\$2,700,000
Provincial Partners	\$1,375,000	\$1,434,229
Universities	\$200,000	\$
Other	\$	\$12,500
Total	\$9,725,000	\$9,886,617
<i>Note 1: We estimate industry contributes \$25,000 of research costs per intern. This has been included in Actual Income In-Kind.</i>		

Table 12: Industry Canada *Elevate* Balance of Grant per Industry Canada Reporting

Balance of Grant per Industry Canada Reporting	
Grant Balance at March 31, 2014	\$
2014/15 Industry Canada Funding	\$3,000,000
Interest Earned on Industry Canada Funding	\$2,914
2014/15 Expenditures	\$(3,000,000)
Grant Balance at March 31, 2015	\$2,914

Appendix B: Summary of Updates to Mitacs' Investment Policies, Standards and Procedures

The Mitacs Investment Policy is reviewed annually by the Board Audit and Finance Committee. There have been no updates to this Policy during Fiscal 2014-15.

Appendix C: Performance Measurement Summary

Accelerate

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2014-2015	Notes
Outputs									
Approved applications	Number of applications received by the program (cluster and regular)	Admin Database	On-going	--	--	Mitacs	Internship database	Regular: 888 Cluster: 108	
	Average time for reviewing applications (cluster and regular)	Admin Database	On-going	40 days for regular; 69 days for clusters	Annual	Mitacs	Internship database	Median regular: 22 days Median cluster: 37 days	
	Participant satisfaction with the application and review process	Participant Exit Survey	End of each internship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Interns: 5.9 Supervisors: 6.1 Hosts: 5.9	
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	End of each internship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Interns: 6.0 Supervisors: 6.5 Hosts: 6.0	
Industrial research	Number of internship units supported	Annual Report	Annual	4,800	31-Mar-17	Mitacs	Internship database	1355	
internships	Number of interns, internships and projects supported	Annual Report	Annual	--	--	Mitacs	Internship database	Interns: 775 Internships: 786 Projects: 589	
	Number of graduate students and post-docs who have not previously participated in a Mitacs Accelerate internship	Annual Report	Annual	2,400	31-Mar-17	Mitacs	Internship database	511	
	Number of companies hosting internships	Annual Report	Annual	1,200	31-Mar-17	Mitacs	Internship database	592	
	Number of companies who	Annual Report	Annual	1,000	31-Mar-17	Mitacs	Intern-	289	

	have not previously hosted Mitacs-Accelerate internship						ship database		
	Number of academic supervisors participating	Annual Report	Annual	1,400	31-Mar-17	Mitacs	Internship database	557	
	Number of academic supervisors who have not previously participated in a Mitacs-Accelerate internship	Annual Report	Annual	700	31-Mar-17	Mitacs	Internship database	224	
	Profile of interns and internship units by academic discipline and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Internship database	Profile by academic disciplines: See internship list Canadian interns: 372 Canadian internship units: 650 Foreign interns: 297 Foreign internship units: 502 Permanent resident interns: 106 Permanent resident internship units: 203	
	Profile of host companies and internship units by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Internship database	Profile by sector: See internship list SME: 317 hosts (54%)	
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	96% of supervisors indicated that in the absence of Accelerate, the project would have been canceled, delayed or would not have been designed in the first place	
Corporate reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	-	
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	-	
Immediate Outcomes									
Innovative solutions to private sector needs and issues	Percent of host organizations rating the project as successful in meeting their needs	Project Report/Host Exit Survey	End of each internship	70% provide a rating of 5 or more	Annual	Mitacs	Exit Survey	93% of hosts indicate a rating of 5 or more	
	Percent of companies which indicate they will use	Host Exit Survey	End of each	70%	Annual	Mitacs	Exit Survey	On average, 91% of hosts indicate they will use the research advances,	

	the results of their internship project		internship					techniques, tools and/or knowledge generated as a result of the internship, to a moderate extent (4/7) or more	
	Percent of internships that led to the development of increased knowledge	Program Report/Exit Surveys	End of each internship	80%	Annual	Mitacs	Exit Survey	92% of hosts indicate the internship led to development of increased knowledge	
Increased capabilities and academia-industry knowledge transfer related to industrial research, development and innovation	Level of involvement of the academic supervisor in the project	Program Report/Exit Survey	End of each internship	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors indicate an average involvement in the project of 6.0	
	Percent of internship projects in which the direct involvement of the academic supervisor and the university contributed to the results	Program Report/Exit Survey	End of each internship	50%	Annual	Mitacs	Exit Survey	88% of hosts indicate the direct involvement of the academic supervisor highly contributed to the results	
	Percent of supervisors reporting a greater understanding of the industry environment and its R&D activities and challenges as a result of the project	Supervisor Exit Survey	End of each internship	--	Annual	Mitacs	Exit Survey	On average, 89% of supervisors report an increased understanding of the industry environment, its R&D activities and/or challenges, to a moderate extent (4/7) or more	
	Percent of companies reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of internship	Host Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	Hosts indicate they have developed increased: - understanding of the value of research (90%) - understanding of the value of HQPs (92%) - interest in R&D and innovation (92%) - capabilities for R&D (95%)	
Improved employability of the intern	Percent of interns reporting increases in intern skills and experience as a result of internship/types of skills developed	Intern Exit Survey	End of each internship	90%	Annual	Mitacs	Exit Survey	92% of interns report that, to a moderate extent (4/7) or more, the internship led to a more competitive skillset, including: - Improved knowledge of their discipline (96%)	

								<ul style="list-style-type: none"> - Ability to conduct research to address private sector problems (95%) - Critical and creative thinking (94%) - Expertise and/or know-how relevant to the private sector (94%) - Competence in research development and design (92%) - Communication skills (91%) - Analytical techniques and experimental methods (90%) - Technical skills (90%) 	
	Percent of hosts reporting increases in intern skills and experience as a result of internship/types of skills developed	Host Exit Survey	End of each internship	90%	Annual	Mitacs	Exit Survey	93% of hosts report that, to a moderate extent (4/7) or more, the internship led to a more competitive skillset for the intern, including: <ul style="list-style-type: none"> - Improved knowledge of their discipline (96%) - Ability to conduct research to address private sector problems (94%) - Critical and creative thinking (94%) - Expertise and/or know-how relevant to the private sector (93%) - Competence in research development and design (92%) - Communication skills (92%) - Analytical techniques and experimental methods (92%) - Technical skills (92%) 	
Intermediate Outcomes									
Further collaboration and knowledge transfer between academia and industry	Percent of host companies reporting increased interest in further collaboration as a result of the internship	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts report an increased interest in further collaboration with the academic sector of 6.1	

	Percent of supervisors reporting increased interest in further collaboration as a result of the internship	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors report an increased interest in further collaboration with the private sector of 5.3	
Increased private sector investment in research and development	Percent of host organizations reporting an impact on future R&D expenditures	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average impact on future R&D activities and investments of 4.6. 83% of hosts indicate they are likely to increase their R&D expenditures related to research personnel, knowledge generation, capital assets and/or application costs.	
	Percent of companies who expect to launch new R&D projects based on the results of the internship/relationship of the project to the internship project/level of investment in subsequent projects	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average intent of further developing the research from the internship or launching new R&D projects of 5.2	
Increased retention of domestic and international graduate students in Canada after completing their studies	Percent of interns who report the internship improved their career prospects	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	98% of interns report that their career prospects have improved as a result of their internship	
	Percent of interns reporting increased interest in pursuing a career in R&D	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	88% of interns report an increased interest in pursuing a career in R&D as a result of their internship, to a moderate extent (4/7) or more	
	Percent of graduate student and postdoctoral fellows reporting increased interest in pursuing a career in the private sector	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	91% of interns report an increased interest in pursuing a career in the private sector as a result of their internship, to a moderate extent (4/7) or more	

	Number of former interns hired since the completion of the project for new and for existing positions with the host organization	Intern Exit Survey	End of each internship	20%	Annual	Mitacs	Exit Survey	Exit survey results: 42% of interns intend to seek employment with their host organization Longitudinal industry survey results: 30% of host organizations have hired one or several interns (25% into new positions; 10% into existing positions)	
	Percent of national and international interns reporting that the internship reduced the likelihood that they will leave Canada post-graduation	Intern Exit Survey	End of each internship	20%	Annual	Mitacs	Exit Survey	Exit survey results: 95% of interns report that they are more likely to stay in Canada post-graduation as a result of their internship Longitudinal intern survey results: 67% of national and 81% of international interns report that their internship did increase the likelihood that they would stay in Canada for employment	

Globalink

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2014-2015	Notes
Outputs									
Applications	Number of applications received by component	Admin Database	On-going	--	--	Mitacs	Program database	GRI: 4131 GRA (abroad): 313 GRA (to Canada): 101 GPA: 5 GGF: 68	
	Participant satisfaction with the application and review process	Participant Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors: 6.2 GRI students: 6.2 GRA home supervisors: 6.1 GRA host supervisors: 6.5 GRA students: 6.1	Due to the number of participants that have completed the program at this time, exit survey results are currently only available for GRI and GRA (abroad) initiatives
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors: 6.3 GRI students: 6.5 GRA home supervisors: 6.4 GRA host supervisors: 6.4 GRA students: 6.4	
Internships, Fellowships and Awards	Number of internships, fellowships, research awards, and partnership awards supported	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GRI: 749 GRA (abroad): 156 GRA (to Canada): 9 GPA: 9 GGF: 63	
	Number of Canadian and international students supported	Annual Report	Annual	--	--	Mitacs	Program database	Students coming to Canada: - GRI: 749 - GRA (to Canada): 9 - GGF: 63 Students going abroad: - GRA (abroad): 156 - GPA: 5	
	Number of students who had not previously partic-	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GRI: 749 GRA: 165	

	ipated in Mitacs Globalink							GPA: 5 GGF: All GGF awardees are past GRI interns	
	Number of international organizations participating (Globalink Partnership Awards)	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GPA: 5	
	Number of international organizations who have not previously participated	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GPA: 5	
	Number of academic supervisors participating from Canada and other countries	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GRI Canada: 664 GRA Canada: 126 GRA international: 142 GPA Canada: 2	
	Number of academic supervisors who have not previously participated in Mitacs Globalink	Annual Report	Annual	--	31-Mar-17	Mitacs	Program database	GRI Canada: 413 GRA Canada: 115 GRA international: 142 GPA Canada: 2	
	Profile of participants by academic discipline, university, province, country and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Program database	Profile of participants by academic discipline/university/province/country: See participants list GRI, GRA (to Canada) and GGF: all international GRA (abroad) Canadian: 85 GRA (abroad) foreign: 68 GRA (abroad) unknown: 3 GPA Canadian: 1 GPA foreign: 4	
	Profile of international organizations by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Program database	Profile by sector: See participants list GPA SME: 1 (20%)	
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	GRI: 73% of projects would have been reduced in scope, delayed, cancelled or not even designed	Due to the number of participants that have completed the program at this time, exit

								GRA: 77% of projects would have been delayed, cancelled or not even designed.	survey results are currently only available for GRI and GRA (abroad) initiatives
Corporate plans and reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	-	
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	-	
Immediate Outcomes									
Increased participation of students in international research and educational opportunities	Level of involvement of the academic supervisors in the research projects	Program Report/Exit Survey	On exit	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors indicate an average involvement of 6.2 GRA home supervisors indicate an average involvement of 5.4 GRA host supervisors indicate an average involvement of 6.3	Due to the number of participants that have completed the program at this time, exit survey results are currently only available for GRI and GRA (abroad) initiatives
	Percent of international participants who received a fellowship to return to Canada to pursue graduate studies	Program Report	On exit	--	Annual	Mitacs	Exit Survey	10.9%	
	Contribution of the student to the research project	Exit Survey	On exit	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI Supervisors indicate an average student's contribution of 5.5 GRA home supervisors indicate an average student's contribution of 6.5 GRA host supervisors indicate an average student's contribution of 6.4	
	Types of international research and educational opportunities in which students participated	Program Report	On exit	--	Annual	Mitacs	Exit Survey	GRI students: - Industry events - Professional Skills Workshop - Professional Skills Webinars GRA students: - Networking opportunities abroad - Scientific events, meetings and/or conferences abroad	

Enhanced skills amongst participating students and researchers	Percent of students reporting increases in knowledge, skills and experience as a result of participating in Globalink	Student Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI students report an increase in knowledge of their discipline (6.2), skills (5.9) and research experience (6.4) GRA students report an increase in knowledge of their discipline (5.8) and skills (5.6)	
	Percent of academic supervisors reporting increases in student knowledge, skills and experience as a result of participating	Supervisor Exit Survey	On exit	90%	Annual	Mitacs	Exit Survey	GRI supervisors report, to a moderate extent (4/7) or more, an increase in student knowledge of their discipline (98%), skills (92%) and research experience (100%) GRA home supervisors report, to a moderate extent (4/7) or more, an increase in student knowledge of their discipline (97%), and skills (94%)	
Intermediate Outcomes									
Increased involvement of Canadian students, researchers and organizations in international research networks	Number of students and international hosts reporting participating in formal networking opportunities, events and visits	Participant Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	83% of GRI students attended at least 1 industry event 98% of GRI students attended at least 1 training activity (workshop and/or webinar)	Only relevant to GRI students
	Percent of students reporting that the research projects increased their interest and involvement in research collaborations and networks	Student Exit Survey	On exit	70%	Annual	Mitacs	Exit Survey	98% of GRI students report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more 100% of GRA students report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more	Due to the number of participants that have completed the program at this time, exit survey results are currently only available for GRI and GRA (abroad) initiatives
	Percent of Canadian and international academic supervisors reporting increased interest and	Supervisor Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	68% of GRI supervisors report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more	

	involvement in international research networks							<p>97% of GRA home supervisors report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more</p> <p>100% of GRA host supervisors report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more</p>	
	Percent of international academic supervisors reporting increased awareness of Canadian education and research interest in further collaboration as a result of Globalink	Supervisor Exit Survey	On exit	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRA host supervisors report an increased awareness of Canadian education system (96%) and awareness of Canadian research opportunities (100%), to a moderate extent (4/7) or more	Only relevant to GRA supervisors
Improved employability of the fellow in Canada	Percent of students and researchers who report that participating in Globalink improved their career prospects	Exit Survey	End of each	70%	Annual	Mitacs	Exit Survey	<p>99% of GRI students report that participating in Globalink improved their career prospects</p> <p>97% of GRA students report that participating in Globalink improved their career prospects</p>	Due to the number of participants that have completed the program at this time, exit survey results are currently only available for GRI and GRA (abroad) initiatives
	Percent of fellows reporting increased interest in pursuing a career in R&D	Exit Survey	End of each	70%	Annual	Mitacs	Exit Survey	<p>96% of GRI students report an increased interest in pursuing a career in R&D</p> <p>93% of GRA students report an increased interest in pursuing a career in R&D</p>	
Increased retention of domestic and international graduate students in Canada	Percent of national and international students reporting that participating in Globalink increased the likelihood that they	Student Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	<p>98% of GRI students report an increased likelihood that they will pursue graduate studies in Canada</p> <p>96% of GRA students report an in-</p>	

	will pursue further studies in Canada							creased likelihood that they will pursue graduate studies in Canada	
	Percent of national and international students reporting that participating in Globalink increased the likelihood that they will work in Canada after completion of their studies	Student Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	<p>95% of GRI students report an increased likelihood that they will work in Canada after completion of their studies</p> <p>85% of GRA students report an increased likelihood that they will work in Canada after completion of their studies</p>	

Elevate

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2014-15	Notes
Outputs									
Applications	Number of applications received by the program	Admin Database	On-going	--	--	Mitacs	Fellowship database	121	
	Participant satisfaction with the application and review process	Participant Exit Survey	End of each fellowship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Fellows: 3.6/5 Supervisors: 4.0/5 Hosts: 3.7/5	The scale currently used is 1-5, has recently been modified to 1-7.
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	End of each fellowship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Fellows (3.9/5), supervisors (4.4/5) and hosts (3.9/5) are satisfied with their overall fellowship experience	We do not currently collect the requested information in the proposed format. A new question has recently been added to our exit surveys.
Industrial research fellowships	Number of fellows, fellowships and projects supported	Annual Report	Annual	--	--	Mitacs	Fellowship database	Fellows: 98 Fellowships: 98 Projects: 98	

Industry Canada Annual Report

Fiscal Year 2014-15



	Number of post-docs who have not previously participated in a Mitacs Elevate fellowship	Annual Report	Annual	--	March 31, 2017	Mitacs	Fellowship database	98	
	Number of organizations hosting fellowships	Annual Report	Annual	--	March 31, 2017	Mitacs	Fellowship database	96	
	Number of organizations who have not previously hosted Mitacs-Elevate fellowship	Annual Report	Annual	--	March 31, 2017	Mitacs	Fellowship database	96	
	Number of academic supervisors participating	Annual Report	Annual	--	March 31, 2017	Mitacs	Fellowship database	95	
	Number of academic supervisors who have not previously participated in a Mitacs-Elevate fellowship	Annual Report	Annual	--	March 31, 2017	Mitacs	Fellowship database	95	
	Profile of fellowships by academic discipline, university, province and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Fellowship database	Profile by academic discipline/university/province: See fellowship list Canadian fellows: 38 Foreign fellows: 35 Permanent resident fellows: 25	
	Profile of host organizations and fellowships by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Fellowship database	Profile by sector: See fellowship list SME: data unavailable for this year	Data on number of employees will be made available next year
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	-	We do not currently collect the requested information. A new question has recently been added to our exit surveys.
Corporate plans and reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	-	
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	-	
Immediate Outcomes									

Increase collaboration and knowledge transfer between academia and industry	Level of involvement of the academic supervisor in the project	Program Report/Exit Survey	End of each fellowship	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	-	We do not currently collect the requested information. New questions have recently been added to our exit surveys.
	Percent of fellowship projects in which the direct involvement of the academic supervisor and the university contributed to the results	Program Report/Exit Survey	End of each fellowship	50%	Annual	Mitacs	Exit Survey	-	
	Percent of organizations reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of the fellowship	Host Exit Survey	End of each fellowship	--	Annual	Mitacs	Exit Survey	80% of hosts indicate it is possible this fellowship experience will increase the likelihood their organization will increase future R&D	We do not currently collect the requested information in the proposed format. New questions have recently been added to our exit surveys
	Percent of supervisors reporting a greater understanding of the industry environment and its R&D activities and challenges as a result of the project	Supervisor Exit Survey	End of each fellowship	--	Annual	Mitacs	Exit Survey	89% of supervisors have identified new avenues for their future research as a result of the project	
Innovative solutions to industry needs and issues	Percent of host organizations rating the project as successful in meeting their needs	Project Report/Host Exit Survey	End of each fellowship	70% provide a rating of 5 or more	Annual	Mitacs	Exit Survey	80% of hosts indicate the collaboration benefitted their organization	
	Percent of organizations which indicate they will use the results of their fellowship	Host Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	80% of hosts indicate they will use the research advances, techniques or tools developed during the fellowship	
	Percent of fellowships that led to the development of increased knowledge	Program Report/Exit Surveys	End of each fellowship	80%	Annual	Mitacs	Exit Survey	93% of supervisors report that the project led to a significant headway made on the research problem	We do not currently collect the requested information in the proposed format. New questions have

	Percent of organizations reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of fellowship	Host Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	80% of hosts indicate it is possible this fellowship experience will increase the likelihood their organization will increase future R&D	
Enhanced skills amongst participating postdoctoral fellows	Percent of fellows reporting increased skills and experience as a result of fellowship/types of skills developed	Fellow Exit Survey	End of each fellowship	90%	Annual	Mitacs	Exit Survey	94% of fellows indicate they had developed a more competitive skillset to offer future employers	
	Percent of hosts reporting increases in fellow skills and experience as a result of fellowship/types of skills developed	Host Exit Survey	End of each fellowship	90%	Annual	Mitacs	Exit Survey	90% of hosts indicate the fellow has developed their applied research skillset over the course of the fellowship	
Intermediate Outcomes									
Increased nature and extent of research linkages	Percent of host organizations reporting increased interest in further collaboration as a result of the fellowship	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	90% of hosts have plans to continue this collaboration and/or engage into a new collaboration as a result of the fellowship	We do not currently collect the requested information in the proposed format. New questions have recently been added to our exit surveys
	Percent of supervisors reporting increased interest in further collaboration as a result of the fellowship	Supervisor Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	85% of supervisors have plans to continue their collaboration with this and/or other organizations	
Increased industry investment in research, development and innovation	Percent of host organizations reporting an impact on future R&D expenditures	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	70% of hosts indicate it is likely they will increase their overall investments in R&D in the next 12 months 90% of hosts have plans to hire the fellow and/or increase their current research personnel	

	Percent of organizations who expect to launch new R&D projects based on the results of the fellowship/relationship of the project to the fellowship project/level of investment in subsequent projects	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	78% of hosts have plans to develop the research from the fellowship	
Improved employability of the fellow in Canada	Percent of fellows who report the fellowship improved their career prospects	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	94% of fellows indicate they have developed a more competitive skillset to offer future employers	
	Percent of fellows reporting increased interest in pursuing a career in R&D	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	96% of fellows report an increased interest in industrial-based research activities	
	Percent of fellows reporting increased interest in pursuing a career in industry	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	94% of fellows report an increased knowledge and insight into applied research within Canadian industry 96% of fellows report an increased interest in industrial-based research activities	
Increased retention of domestic and international PhD holders in Canada	Percent of national and international fellows reporting that the fellowship reduced the likelihood that they will leave Canada post-graduation	Fellow Exit Survey	End of each fellowship	20%	Annual	Mitacs	Exit Survey	76% of fellows indicate they plan to live in Canada after completion of their fellowship	

Appendix D: Audited Financial Statements

Mitacs engaged Hay & Watson Chartered Accountants to perform the annual financial statement audit for the year ending March 31, 2015. Hay & Watson Chartered Accountants issued their audit opinion that the *financial statements present fairly in all material respects* on July 3, 2015. Please see following for a copy of the Independent Auditor's Final Report.

Mitacs Inc.

Financial Statements
Years Ended March 31, 2015 and 2014
and Auditor's Report

INDEPENDENT AUDITOR'S REPORT**To the Directors of Mitacs Inc.**

We have audited the accompanying financial statements of Mitacs Inc. (the "Organization"), which comprise the statements of financial position as at March 31, 2015 and 2014, and the statements of operations, change in net assets, and cash flows for the years 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 accounting standards for not-for-profit organizations 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

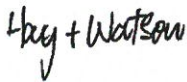
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable 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 judgment, 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 the Organization as at March 31, 2015 and 2014, and the results of its operations and its cash flows for the years then ended, in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Accountants
Vancouver, British Columbia
July 3, 2015

Mitacs Inc.
Statements of Financial Position

	March 31, 2015	March 31, 2014
ASSETS		
Current		
Cash and equivalents - unrestricted	\$ 8,858,465	\$ 8,218,263
Cash and equivalents - restricted (Note 8)	22,194,840	14,988,146
Prepaid expenses	145,501	559,344
Accounts receivable	18,745,170	12,629,520
Government remittances receivable	-	25,194
	49,943,976	36,420,467
Capital assets (Note 9)	377,581	-
	\$ 50,321,557	\$ 36,420,467
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 864,200	\$ 1,126,657
Government remittances payable	249,667	-
Managed funds (Note 10)	496,247	387,181
Grant funds payable	24,055,402	12,338,556
Deferred contributions (Note 11)	11,686,600	10,188,548
	37,352,116	24,040,942
Payable to Canadian Applied and Industrial Mathematics Society	55,414	54,537
	37,407,530	24,095,479
NET ASSETS		
Investment in capital assets	377,581	-
Internally restricted (Note 12)	5,370,000	4,500,000
Unrestricted	7,166,446	7,824,988
	12,914,027	12,324,988
	\$ 50,321,557	\$ 36,420,467

Approved by the Board



Director



Director

Mitacs Inc.**Statements of Operations and Change in Net Assets**
Years Ended March 31

	2015	2014
RECEIPTS		
Federal grants	\$ 31,089,806	\$ 23,384,471
Provincial grants	13,864,680	14,967,756
Partner funds	25,378,783	18,455,530
University contributions	2,226,389	2,442,489
International partner funds	1,135,462	871,228
Networking and other income	166,796	136,949
Interest	362,142	295,336
	74,224,058	60,553,759
EXPENDITURES		
Direct program costs		
Accelerate internship awards	46,806,546	36,652,826
Elevate fellowship awards	5,883,780	4,032,375
Enterprise internship awards	-	1,435,341
Globalink internship and fellowship awards	5,506,712	2,814,860
Converge awards	1,071,816	-
Step workshops, networking and technical training	1,965,236	1,755,448
Other awards	30,000	243,420
Scientific management	1,362,050	1,392,587
Program management	2,252,820	2,592,304
Business development	3,749,763	3,147,150
Corporate services	5,006,296	4,185,769
	73,635,019	58,252,080
EXCESS OF RECEIPTS OVER EXPENDITURES	589,039	2,301,679
NET ASSETS, Beginning of Year	12,324,988	10,023,309
NET ASSETS, End of Year	\$ 12,914,027	\$ 12,324,988

Mitacs Inc.
Statements of Cash Flows
Years Ended March 31

	2015	2014
Cash Flows From (Used For) Operating Activities		
Cash received from federal and provincial governments	\$ 42,942,741	\$ 47,386,191
Cash received from partner organizations	24,840,340	15,290,877
Cash received from universities	2,085,577	2,294,989
Interest and other	529,815	428,918
Cash disbursed for internships, fellowships, and student training	(49,166,110)	(44,258,223)
Cash disbursed for scientific management, program management, business development and corporate services	(12,939,811)	(11,682,546)
	8,292,552	9,460,206
Cash Flows From (Used For) Investing Activities		
Cash disbursed for capital assets	(445,656)	-
INCREASE IN CASH AND CASH EQUIVALENTS	7,846,896	9,460,206
CASH AND CASH EQUIVALENTS, Beginning of Year	23,206,409	13,746,203
CASH AND CASH EQUIVALENTS, End of Year	\$ 31,053,305	\$ 23,206,409
CASH AND CASH EQUIVALENTS COMPOSED OF		
Cash and equivalents - unrestricted	\$ 8,858,465	\$ 8,218,263
Cash and equivalents - restricted (Note 8)	22,194,840	14,988,146
	\$ 31,053,305	\$ 23,206,409

Mitacs Inc.
Notes to the Financial Statements
March 31, 2015

1. OPERATIONS

Mitacs Inc. (the "Organization") operated from February 1999 to March 6, 2002 as an unincorporated organization, and was incorporated under the Canada Corporations Act on March 7, 2002.

The Organization manages or operates various programs designed to facilitate collaboration between academia and industry, government and other organizations for the training of the next generation of young Canadian scientists. These programs include research and international partnerships, skills enhancement and internships.

The Organization receives a significant portion of its revenue from federal and provincial grants (Notes 4 through 7) and may not be able to maintain its current levels of operations should this funding be significantly reduced or ended.

2. BASIS OF PREPARATION

Statement of Compliance

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis of Presentation

These financial statements have been prepared on the historical cost basis, except for certain financial instruments which are measured at fair value, as described in the accounting policies set out in Note 3.

3. SIGNIFICANT ACCOUNTING POLICIES

Accounting Estimates and Judgments

The preparation of these financial statements requires management to make estimates and judgments and to form assumptions that affect the reported amounts and other disclosures in these financial statements. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of these assumptions form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions and conditions.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and further periods if the review affects both current and future periods.

Critical accounting estimates are estimates and assumptions made by management that may result in material adjustments to the carrying amount of assets and liabilities within the next financial year. Critical estimates used in the Organization's preparation of these financial statements include, among others, the recoverability of accounts receivable and estimation of accrued liabilities.

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Contributions

Contributions to programs are recorded as "receipts" at the time all criteria established in the funding agreement are satisfied. The agreement for each grant or fund determines the appropriate disbursement of contributions received. Contributions received but not disbursed at the end of a fiscal period are recorded as "deferred" and are transferred to "receipts" when disbursed during a subsequent fiscal period.

In-Kind Contributions

In-kind contributions from other organizations are not included in these financial statements because of the difficulty in determining their fair values.

Cash and Cash Equivalents

Cash and cash equivalents are composed of cash at banks and short-term deposits with an original maturity of one year or less which are readily convertible into a known amount of cash.

Restricted Cash

Cash contributions from governments which are reserved for future program expenditures are classified as externally restricted cash. Internally restricted cash is composed of amounts reserved for specific future program or administration costs.

Cash Held in Trust

Cash contributions received and held by the Organization for specified programs and conference services are classified as cash held in trust.

Capital Assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at their estimated fair value at the date of acquisition. Amortization is calculated on a straight-line basis over the estimated useful lives as follows:

Computer Hardware and Software	3 to 5 years
Website	3 years

Capital assets under development are not amortized until fully operational.

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial Assets and Financial Liabilities

The Organization's financial instruments are cash and cash equivalents, accounts receivable, government remittances receivable and payable, accounts payable and accrued liabilities, and grant funds payable.

The Organization's financial instruments are initially recorded at fair value. Subsequent to initial recording, the Organization's financial instruments are classified as:

- Cash and equivalents are classified as "held for trading". Held for trading assets are measured at fair value with changes in fair value recorded in the statement of operations.
- Accounts receivable are classified as "loans and receivables" and are measured at amortized cost. The recorded amounts at March 31, 2015 and 2014 approximate their fair values.
- Accounts payable and other current liabilities are classified as "other financial liabilities" and are measured at amortized cost. The recorded amounts at March 31, 2015 and 2014 approximate their fair values.

The Organization makes its fair value measurements based on a three-level hierarchy:

- Level 1 – inputs are unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 – inputs other than quoted prices in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 – inputs for the asset or liability that are not based on observable market data.

Transaction costs directly attributable to the acquisition or issue of a financial asset or financial liability that will be measured subsequently at amortized cost are added to the carrying amount of the financial asset or financial liability.

Income Taxes

The Organization is not subject to Federal or Provincial income taxes.

Expense Allocations

Expenses which are directly identifiable with a program are recognized as Direct Program Costs.

The Organization incurs general support expenses, such as Finance, Administration, Human Resources, Communications, Stakeholder Management and Information Technology costs, that are common to the administration of the Organization and its programs and which are not allocated to Direct Program Costs. These expenses are reported under the caption "Corporate Services" on the Statements of Operations and Change in Net Assets.

Business development expenses are not allocated and are reported under the caption "Business Development" on the Statements of Operations and Change in Net Assets.

4. MITACS ACCELERATE PROGRAM

Mitacs Accelerate connects companies and not-for-profit organizations with graduate students and postdoctoral fellows who apply their specialized expertise to research challenges. Participants transfer their skills from theory to real-world application and partner organizations gain a competitive advantage by accessing high-quality research expertise.

The Mitacs Accelerate program is managed by the Organization and is funded by a combination of federal and provincial government and private sector contributions. The program agreements with the federal and provincial governments during the years ended March 31, 2015 and 2014 were:

**Natural Sciences and Engineering Research Council (NSERC)
Industrial R&D Internship Program (IRDI)**

In March 2011, an agreement was signed with NSERC for the delivery of 850 internships per year over the next five years. The total value of this agreement over five years is \$29,355,000.

In June 2014, the agreement was amended to deliver 1,000 internships in fiscal 2013/14, 2014/15 and 2015/16. The total value of the amended agreement is \$32,382,000. For the year ended March 31, 2015 \$6,880,000 of the funding has been awarded and received.

Industry Canada

In March 2013, an agreement was signed with Industry Canada for the delivery of 4,800 internships over the next five years. The total value of the agreement over five years is \$34,875,000. For the year ended March 31, 2015, \$8,975,000 of this funding has been awarded and received.

**National Research Council
Industrial Research Assistance Program (IRAP)**

The National Research Council, through IRAP, contributed \$406,650 (2014 - \$585,850) to fund industrial internships in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario and Quebec. This funding is matched by contributions from small and medium sized businesses in support of the Mitacs Accelerate program.

Atlantic Canada Opportunity Agency (ACOA)

In 2011, ACOA approved funding to support the Mitacs Accelerate, Mitacs Step and the Mitacs Elevate programs for three years ending in March 2014. In April 2014, this agreement was amended to extend the completion date to March 2015 and subsequently further extended to March 2016. The funding of \$1,222,500 is conditional on matching funds being received by a combination of provincial and university funds. For the year ended March 31, 2015, \$279,775 was recognized in receipts for Accelerate.

Government of British Columbia

During the year, the Government of British Columbia contributed \$3,000,000 (2014 - \$3,000,000) to support the Mitacs Accelerate, Mitacs Elevate and Mitacs Globalink programs in British Columbia.

4. MITACS ACCELERATE PROGRAM (Continued)

Government of Alberta

During the year, the Government of Alberta contributed \$800,000 (2014 - \$800,000) to support the Mitacs Accelerate and Mitacs Step programs in Alberta.

Government of Saskatchewan

During the year, the Government of Saskatchewan contributed \$225,000 (2014 - \$270,000) to support the Mitacs Accelerate program in Saskatchewan.

Government of Manitoba

In April 2013, the Government of Manitoba agreed to contribute \$840,000 over the period ending on March 31, 2015 to the Mitacs Accelerate and Mitacs Step programs in Manitoba.

Government of Ontario

During the year, the Government of Ontario contributed \$4,220,000 (2014 - \$4,220,000) to support the Mitacs Accelerate program in Ontario.

Government of Quebec

During the year, the Government of Quebec contributed \$3,500,000 to support the Mitacs Accelerate program in Quebec.

Government of Nova Scotia

During the year, the Government of Nova Scotia contributed \$400,000 (2014 - \$225,000) to support the Mitacs Accelerate program in Nova Scotia.

Government of New Brunswick

During the year, the Government of New Brunswick contributed \$150,000 (2014 - \$247,500) to support the Mitacs Accelerate and Mitacs Step programs in New Brunswick.

Government of Newfoundland

During the year, the Government of Newfoundland contributed \$500,000 to support the Mitacs Accelerate program in Newfoundland for the period April 2014 to April 2017.

5. MITACS GLOBALINK

Mitacs Globalink connects researchers from around the world with Canadian universities. The program offers two-way mobility between Canada and select partner countries for undergraduate and graduate students. Globalink promotes Canada as a top destination for research opportunities and showcases Canadian research expertise around the world.

5. MITACS GLOBALINK (Continued)

The program agreements with the federal and provincial governments during the years ended March 31, 2015 and 2014 were:

Industry Canada

In March 2014, an agreement was signed with Industry Canada to contribute \$19,975,000 to the Mitacs Globalink program for the next three years. For the year ended March 31, 2015, \$7,000,000 of this funding was awarded and received.

Government of British Columbia

During the year, the Government of British Columbia contributed \$3,000,000 (2014 - \$3,000,000) to support the Mitacs Accelerate, Mitacs Elevate and Mitacs Globalink programs in British Columbia.

Government of Alberta

During the year, the Government of Alberta contributed \$375,000 (2014 - \$375,000) to support the Mitacs Globalink program in Alberta.

Government of Saskatchewan

During the year, the Government of Saskatchewan contributed \$140,000 to support the Mitacs Globalink program in Saskatchewan for the period April 2014 to September 2015.

Government of Quebec

During the year, the Government of Quebec contributed \$275,000 (2014 - \$25,000) to support the Mitacs Globalink program in Quebec.

6. MITACS ELEVATE

Mitacs Elevate provides leadership, business, and research management skills training to recent postdoctoral fellows. It offers professional development skills training to fellows, who apply their expertise to a research challenge with a partner organization. The program gives companies access to highly qualified researchers, who help them develop their in-house research management capacity.

The program agreements with the federal and provincial governments during the years ended March 31, 2015 and 2014 were:

Industry Canada

In February 2015, an agreement was signed with Industry Canada to contribute \$18,000,000 to the Mitacs Elevate program for the next four years. For the year ended March 31, 2015, \$3,000,000 of this funding was awarded and received.

6. MITACS ELEVATE (Continued)

Atlantic Canada Opportunity Agency (ACOA)

In 2011, ACOA approved funding to support the Mitacs Accelerate, Mitacs Step and the Mitacs Elevate programs for three years ending in March 2014. In April 2014, this agreement was amended to extend the completion date to March 2015 and subsequently further extended to March 2016. The funding of \$1,222,500 is conditional on matching funds being received by a combination of provincial and university funds. For the year ended March 31, 2015, \$47,140 was recognized in receipts for Mitacs Elevate.

National Research Council Industrial Research Assistance Program (IRAP)

The National Research Council, through IRAP, contributed \$13,500 (2014 - nil) to fund industrial internships in Quebec. This funding is matched by contributions from small and medium sized businesses in support of the Mitacs Elevate program.

Government of British Columbia

During the year, the Government of British Columbia contributed \$3,000,000 (2013 - \$3,000,000) to support the Mitacs Accelerate, Mitacs Elevate and Mitacs Globalink programs in British Columbia.

Government of Alberta

During the year, the Government of Alberta contributed \$625,000 (2014 - \$800,000) to support the Mitacs Elevate program in Alberta.

Government of Manitoba

In April 2013, the Government of Manitoba agreed to contribute \$200,000 over the period ending on March 31, 2015 to the Mitacs Elevate program in Manitoba.

Government of New Brunswick

During the year the Government of New Brunswick contributed \$50,000 (2014 - \$50,000) to support the Mitacs Elevate programs in New Brunswick.

7. MITACS CONVERGE

Mitacs Converge aims to grow small to medium enterprises in Canada by connecting them with multinational companies and talented researchers at Canadian universities to explore industrial research challenges of mutual interest. The resulting research, development, and commercialization projects will help small businesses access global supply chains and markets.

Western Economic Diversification

In December 2014, an agreement was signed with Western Economic Diversification to deliver Converge projects in Western Canada. The total value of the agreement over four years is \$1,562,000. For the year ended March 31, 2015 \$504,000 of the funding has been awarded.

Mitacs Inc.
Notes to the Financial Statements
March 31, 2015

7. MITACS CONVERGE (Continued)

**National Research Council
Industrial Research Assistance Program (IRAP)**

The National Research Council, through IRAP, contributed \$175,000 to Mitacs Converge for the period April 2014 to March 2016.

8. CASH AND EQUIVALENTS - RESTRICTED

	March 31, 2015	March 31, 2014
Externally restricted	\$ 16,288,197	\$ 10,046,430
Internally restricted	5,370,000	4,500,000
Held in trust	536,643	441,716
	\$ 22,194,840	\$ 14,988,146

9. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value at March 31, 2015
Computer Equipment and Software	\$ 254,643	\$ 56,996	\$ 197,647
Website	66,475	11,079	55,396
IT system under development	124,538	-	124,538
	\$ 445,656	\$ 68,075	\$ 377,581

During the fiscal year, the Organization commenced development of a new IT system and has capitalized directly related salaries and consulting fees. The Organization intends to amortize the cost of development over 10 years from the date the system is fully operational. Management's current estimation of the remaining cost of development at March 31, 2015 is approximately \$2,000,000.

10. MANAGED FUNDS

The Organization manages funds for external parties through its Mitacs Conference Services and Mitacs Converge programs. Managed funds are not recorded as revenue and expenditures of the Organization. At March 31, 2015, the Organization managed external party funds of \$496,247 (2014 - \$387,181).

Mitacs Inc.
Notes to the Financial Statements
March 31, 2015

11. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted contributions for future period expenditures. Contributions deferred are restricted entirely to fund internship awards.

	March 31, 2015	March 31, 2014
Beginning	\$ 10,188,548	\$ 10,053,357
Funding received	73,069,529	43,588,418
Receipts recorded	(71,571,477)	(43,453,227)
Ending	\$ 11,686,600	\$ 10,188,548

12. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets are composed of:

	March 31, 2015	March 31, 2014
Future capital projects	\$ 2,000,000	\$ 2,000,000
Elevate and Globalink awards	870,000	-
Shut-down costs	2,500,000	2,500,000
	\$ 5,370,000	\$ 4,500,000

Funds for future capital projects are intended to be used for the upgrade of internal information technology systems and other capital development projects.

Mitacs has committed to fund 20 Elevate Fellowships and 47 Globalink Graduate Fellowships in future years that are partially funded through the Mitacs net asset reserve.

Shut-down costs are reserves to be used for administration and severance if the operations of the Organization are discontinued.

13. CAPITAL MANAGEMENT

The Organization's objectives to managing capital are:

- to ensure that sufficient financial resources are in place to deliver on the priorities set by the Board of Directors;
- to manage temporary gaps in funding and to dampen swings due to economic impacts for the sustainability of program delivery;
- to manage grants with external restrictions in order to comply with the conditions for using these financial resources;
- to maintain a minimum reserve for shut-down of operations; and
- to pilot new programs consistent with the vision of the Organization.

13. CAPITAL MANAGEMENT (Continued)

The Organization monitors its capital by reviewing various financial metrics, including preparing annual expenditure budgets, which are revised periodically based on current commitments and available funds, and potential additional funding which it is actively pursuing. Annual budgets and budgets that are materially updated during the year are approved by the Board of Directors.

14. RISK MANAGEMENT

The Organization's financial instruments are exposed to certain financial risks, which include credit, liquidity and interest rate risk. The Organization's risk management program focuses on the unpredictability of financial markets and seeks to minimize the risk to its assets and its ability to meet its mandate.

Credit Risk

Credit risk is the risk of an unexpected loss if a customer or third party to a financial instrument fails to meet its contractual obligations.

Cash and cash equivalents consist of amounts held at a major Canadian financial institution and in trust by a major Canadian university and the associated credit risk is considered minimal.

Accounts receivable consist of amounts due from federal and provincial governments and government agencies and amounts due from Canadian industry partners. Credit risk associated with amounts due to from federal and provincial governments and government agencies is considered limited. Credit risk from amounts due from industry partners is minimized as any reduction from unmet obligations is expected to be offset by the Organization's conditional commitments to internships, which are limited to internships which are funded by industry partners.

Liquidity Risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they come due. All of the organizations financial liabilities are due within the current operating period. The Organization manages this risk through its capital management process (Note 13).

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows from a financial instrument will fluctuate because of changes to market interest rates. The Organization is exposed to interest rate risk as a result of holding fixed rate cash equivalent investments of varying maturities. The Organization's interest rate risk is minimal as these investments are in highly liquid securities with short-term maturities.

15. COMPARATIVE FIGURES

The comparative figures have been reclassified where necessary in order to conform to the presentation used in the current year.