



The Honorable Navdeep Bains  
Minister of Innovation, Science, and Industry  
235 Queen Street  
Ottawa, Ontario K1A 0H5  
Canada

July 31, 2020

Dear Minister Bains,

On behalf of the Mitacs Inc. Board of Directors, we are pleased to present you with our 2019–20 annual report delivered in strong partnership with Innovation, Science and Economic Development. We have reviewed the attached documents being submitted 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.

Mitacs is a critical player in Canada's innovation ecosystem, acting as a strategic bridge between academia and industry through an extensive network of partnerships in order to power Canadian innovation. We provide industry partners with cutting-edge solutions to their challenges while presenting post-secondary students with high-quality real-world opportunities and potential career pathways. Over the course of 2019–20, through the generous support of the Government of Canada and by leveraging our domestic and international networks, Mitacs delivered 9,628 internships to more than 1,800 eligible hosts to help them meet their research and innovation needs, as well as training courses to support interns. In total, we invested more than \$251.6 million (\$182.9 million plus \$68.7 million in-kind estimated) in high-quality internships, which includes \$78.5 million in federal support.

We have also found strong success with the quick mobilization of our team and our platform to support the COVID-19 response, effectively delivering support and expertise where needed. Since the pandemic outbreak, Mitacs has introduced a number of time-limited initiatives to expedite R&D and student opportunities as an immediate response to the crisis, including a call for proposals, a reduced financial requirement for SMEs (from 50% of project cost to the participant organization's 25%), an expedited review process, and the Business Strategy Internship program to allow business students to work with companies to develop strategies to cope with the new economic realities of a post-COVID world.

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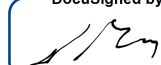


Mitacs's mandate centres on improving Canadian productivity and innovation and, in 2019–20, we invested more than \$117 million in projects associated with Canada's Economic Strategy Tables. This represents an increase of over \$20 million across these categories (advanced manufacturing, agri-food, clean technology, digital industries, health/bio-sciences and resources of the future) over the previous year. Looking ahead, there is significant opportunity for Mitacs to expand our partnership with the Government of Canada, based on the growing interest from industry partners across the country and our strong relationships with post-secondary institutions.

As we work together to respond to the COVID-19 pandemic and to revitalize Canada's economy, we believe ongoing investments in organizations focused on productivity, innovation and talent development will be key to this re growth.

We are deeply grateful for your ongoing support and we look forward to continuing to strengthen our partnership with the Government of Canada.

Sincerely,

DocuSigned by:  
  
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Diane Gray

Chair, Mitacs Board of Directors

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John Hepburn

CEO and Scientific Director of Mitacs

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# 2019–20 Annual Report

for Innovation, Science and  
Economic Development Canada



## Who we are

Mitacs is a national, not-for-profit organization that powers research and development (R&D) and innovation through academic partnerships and industry connections. We help to solve industry challenges by leveraging top talent in Canadian and international post-secondary institutions. Mitacs is committed to propelling a world-class innovation ecosystem, boosting Canada's competitiveness, and improving students' on-the-job skills development. Our collaborative partnership model establishes and strengthens strategic relationships among industry, academia and governments based on shared priorities. Through these partnerships, Mitacs delivers thousands of high-quality work-integrated learning (WIL) internships, training and research management fellowships that reduce the risk of investing in R&D and innovation, supports skills development, and improves Canada's competitiveness in the global economy. In order to reinforce this approach and produce tangible results that advance Canadian productivity, Mitacs has built each of its programs on three core pillars of innovation:

- Deploying **talent** into the Canadian economy through innovation training opportunities
- Creating and promoting collaborative **networks** by bringing together Mitacs partners from Canada and abroad
- Fostering the creation and application of **ideas** through cooperative research partnerships

## The Mitacs innovation network

Each Mitacs initiative is based on collaboration between employers, post-secondary students, and academic institutions from across industry sectors and academic disciplines. By strengthening networks of innovators across the country, Mitacs aims to increase their collective ability to generate knowledge, commercialize, and compete. Today, Mitacs's innovation network includes thousands of companies, not-for-profit organizations (NFPs), researchers, and post-secondary institutions from across Canada and beyond. This collaborative approach supports the creation of new partnerships and nurtures lasting relationships that ultimately result in a more aligned and connected innovation ecosystem.

## Mitacs programming

Mitacs's suite of programs includes the following:

- **Mitacs Accelerate:** Graduate student-led industrial R&D internships as a platform for technology transfer and commercialization in Canada and internationally
- **Mitacs Elevate:** Industrial R&D management training and industrial research experience for postdoctoral fellows delivered through classroom and on-site learning
- **Mitacs Globalink:** A program bringing top international students to Canada and sending Canadian students abroad to foster international innovation networks
- **Mitacs Entrepreneur International (MEI):** A travel grant for Canadian start-ups to connect with international incubators to explore new business development and commercialization opportunities in global markets

## Acknowledgements

We recognize the Government of Canada's valuable investments in Mitacs, and we appreciate the continued strategic partnership with Innovation, Science and Economic Development Canada.

We are also grateful to other partners and co-funders — provincial governments, post-secondary institutions, businesses, and NFPs — for their support for, and participation in, Mitacs's research and innovation programs.



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## Message from John Hepburn, PhD, CEO and Scientific Director of Mitacs



When I started my role with Mitacs on February 18, 2020, I could never have imagined that soon Canada's economy would be largely shut down by a global pandemic. In a matter of weeks, all of our staff would be working from home and some of our programs would face significant changes.

But even with the constant and abrupt challenges brought by the COVID-19 pandemic, I'm proud to say that the dedicated Mitacs team has been able to adapt quickly. Moreover, we have been effective in delivering outstanding and innovative solutions to our partners as the world goes through the greatest disruption in a generation.

This was only possible because we have been committed to supporting innovation and entrepreneurship in Canada for over 20 years. During this time, we have strengthened our operational capacity and expanded our networks

and programs considerably. Demand for our programs has grown rapidly and we have worked tirelessly to respond to this increased interest. As a result of our strong work and the trust our partners place in us, we successfully reached our ambitious goal of delivering 10,000 high-quality internships two years ahead of our 2021–22 target.

While the Mitacs team takes pride in building strong partnerships in every sector, we have been particularly dedicated to supporting strategic innovation sectors, such as health and related sciences, information and communications technology, natural resources, clean technology, agriculture and food, biotechnology, and advanced manufacturing.

Despite the current scenario, we continue aiming for even higher achievements. I'm confident that it was because of our history of bold results and agile responsiveness that we were able to quickly shift to support solutions for the COVID-19 crisis. For instance, we have recently launched programs with a matching cost reduction for small businesses that have been hard hit by the pandemic. We have been working with universities to roll out programs that help their students and with industry and not-for-profit partners to help them survive and thrive beyond this crisis.

We're committed to ensuring that top talent across the country develops relevant skills and builds professional networks, while helping business and not-for-profit partners advance. I am confident that Mitacs is an essential element in powering commercialization, talent attraction, job creation, and economic growth for Canada.



## Introduction

Mitacs powers research and innovation by connecting industry with the best post-secondary institutions to solve business challenges — in Canada and internationally. For over 20 years, Mitacs has supported industrial and social innovation in Canada by delivering WIL and research training opportunities that focus on building the capacity of promising young innovators and facilitating dynamic research collaborations among post-secondary students and researchers.

Mitacs creates value for Canada by serving as a trusted adviser that connects stakeholders in the innovation ecosystem. Our business development team is imbedded in partner institutions and organizations, enabling Mitacs to serve as a strategic bridge between academia and industry. We promote collaboration by identifying business-to-business opportunities between the partners we serve. Over the past two decades, we have built a reputation as a key resource for businesses, helping them identify and address their top R&D challenges.

Demand for Mitacs's programs is growing as more businesses and NFPs partner with us to solve R&D challenges with top talent in our post-secondary institutions. Reflecting on the 2019–20 fiscal year, Mitacs was on track to deliver over 10,000 units two years ahead of schedule. However, due to the effects of COVID-19, a number of international internships had to be cancelled. This Annual Report outlines how Mitacs has met its objectives for the Accelerate, Globalink, Elevate, and MEI programs in accordance with the terms of its funding from Innovation, Science and Economic Development Canada.

### About Mitacs's core programs

**Mitacs Accelerate** facilitates opportunities for businesses and not-for-profit organizations across Canada to participate in applied research projects in collaboration with academic institutions, while providing post-secondary students and postdoctoral fellows with high-quality WIL opportunities. With more than 30,000 Accelerate internships delivered since 2003, the program has made a significant impact in supporting Canadian innovators.

**Mitacs Elevate** is a one or two-year research management fellowship designed to support partnerships between postdoctoral fellows and Canadian companies to carry out innovative research projects. By targeting outstanding postdocs to lead industry research, Mitacs is supporting long-term economic growth and the development of a highly skilled workforce. Additionally, Elevate provides opportunities for fellows to manage Accelerate interns throughout the project or supervise a Globalink intern.

**Mitacs Globalink** is designed to engage international and domestic talent in two-way travel-abroad research experiences, which aim to build strong linkages internationally and brand Canada as a destination of choice for international students. The programs under Globalink provide a comprehensive approach to achieve our international objectives and include Globalink Research Internship (GRI), Globalink Graduate Fellowship (GGF), and Globalink Research Award (GRA).

**Mitacs Entrepreneur International (MEI)** is designed to help Canadian start-up companies that are housed in university-linked incubators or accelerators to commercialize internationally. MEI enables employees of start-ups to travel abroad

and spend time at a business incubator or accelerator in a partner country in order to identify opportunities for commercializing products and services in global markets, encourage future investments, identify potential partners and clients, and build stronger international networks.

### Overall achievements 2019–20

Through its internship and training programs, and by leveraging its domestic and international networks, over the course of 2019–20 Mitacs has succeeded at:

- Improving Canada's competitiveness by helping over 1,800 companies meet R&D

challenges and develop international research linkages

- Tailoring business solutions to meet the evolving needs of industry through strong connections to the academic community with 71 university partners and 46 college Memoranda of Understanding across Canada
- Developing and deploying talent into companies and organizations through the delivery of 262 skills training courses and 9,608<sup>1</sup> internships
- Providing 9,608 high-quality WIL opportunities to PSE students and postdoctoral fellows to enhance the skills of the future workforce

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<sup>1</sup> Note that this delivery figure reflects the cancellation of over 800 GRI units due to COVID-19.

### Mitacs-Canada economic strategy alignment

Within its delivery envelope, Mitacs supports projects that fall within the domain of the Government of Canada's Economic Strategy Tables — digital industries, agri-food, clean technology, health and bio-sciences, advanced manufacturing (industry 4.0), and resources of the future. The table below shows Mitacs activity in these priority sectors for FY 2019–20.

In FY 2019–20, for example, Mitacs supported over 750 internships in the area of clean technology and green energy, investing over \$13 million in research in this priority area alone. Mitacs projects aim to reduce greenhouse gas emissions, protect ecosystems, and improve water quality (please see Appendix A for more details).

Another example of a high-growth sector that Mitacs continues to actively support is artificial

intelligence (AI). Mitacs has partnerships with Canada's world-leading AI hubs, including MILA, Vector, AMII, IID, and IVADO. Mitacs has also received a multimillion-dollar mandate from the Government of Quebec to support their AI strategy (please see Appendix B for more details on Mitacs partnerships in AI).

Mitacs continues to play an important role in supporting these priority sectors through research and access to highly skilled talent.

**Mitacs and Canada's Economic Strategy Tables**

Priority Area	Approved ACCELERATE Internships (2019–20)	Accelerate Award Values	Approved ELEVATE Fellowships (2019–20)	Elevate Award Values
Advanced Manufacturing	553	\$8,875,357.36	15	\$930,080.23
Agriculture and Food	569	\$8,834,996.56	13	\$847,000.00
Clean Technology & Green/Alternative Energy	750	\$11,902,394.03	20	\$1,155,800.09
Health and Related Sciences and Technology	1,767	\$28,780,690.39	59	\$3,617,508.06
Biotechnology	505	\$7,823,333.09	13	\$805,000.00
Information and Communications Technology	1,655	\$24,562,169.39	27	\$1,675,000.00
Natural Resources	987	\$15,371,186.76	30	\$1,823,640.00
<b>Total</b>	<b>6,786</b>	<b>\$106,150,127.58</b>	<b>177</b>	<b>\$10,854,028.38</b>



Mitacs Accelerate

## Mitacs Accelerate

Accelerate is Mitacs's flagship program, featuring high-quality WIL opportunities that serve as a platform for collaboration between academic, industry and not-for-profit partners. Accelerate encourages a more skilled workforce by providing post-secondary students with meaningful experiences in non-academic workplaces, while also helping companies gain a competitive advantage by accessing high-quality research expertise able to tackle immediate R&D challenges.

Accelerate's success can be seen in its growth over time. In 2019–20, Mitacs delivered 8,362 ISED-supported Accelerate internships, a 24 percent increase in delivery from 2018–19.

### **This year, the objectives of the Accelerate program were to:**

1. Provide host organizations with access to cutting-edge research and skills
2. Provide graduate students and postdocs with applied research experience in a private sector setting
3. Provide academic researchers with opportunities to integrate challenges and opportunities from industry into their research programs

### **Based on these objectives, Mitacs contributed to the following goals in 2019–20:**

1. Increase collaboration and knowledge transfer between academia and industry in various sectors of the Canadian economy
2. Create job opportunities for post-secondary students and postdocs across all disciplines
3. Improve employability of graduate students and postdocs in their field
4. Increase retention of domestic and international graduate students and postdocs in Canada after completing their studies

5. Increase investments in R&D and innovation of participating organizations

### **In 2019–20, ISED funding for Accelerate supported:**

- **8,362** Accelerate internships
- **3,002** interns, 87 percent of whom were first-time participants
- **2,089** professor participants from 27 academic disciplines at 74 Canadian universities
- **1,668** private sector and NFP partners, 63 percent (1,050) of which were for-profit small and medium-sized enterprises (SMEs)
- **289** Accelerate International internships, including 255 hosted abroad and 34 hosted in Canada for international interns

**ISED's 2019–20 investment of \$62 million in Accelerate helped leverage a total program value of \$214.8 million**, which includes cash and in-kind contributions valued at \$152.8 million from other partners.

### **Accelerate streams**

**Accelerate International:** Bilateral research collaborations between graduate students, academic institutions, and industry partners, in Canada and around the world

**Accelerate Entrepreneur:** Provides the opportunity for graduate students or postdoctoral fellows to access internships for their own start-up company in eligible accelerators and incubators

**Accelerate for Colleges and Polytechnics:** Students at Canada's colleges and polytechnics are now able to participate in the Accelerate program, working on applied research projects with Canadian companies

**Accelerate Fellowship:** Provides a long-term funding and internship option for master's and

PhD students. Recipients can also access professional development training that helps them ensure project success and gain in-demand career skills.

**Accelerate Industrial Postdoc:** Provides one, two, or three years of funding — valued at \$55,000 per year — for a postdoctoral fellow in any discipline. This special initiative offers better leveraging than standard Mitacs Accelerate internships.

## Achieved results

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

Knowledge transfer, R&D, and commercialization between academia and industry increased by 24 percent with the delivery of 1,610 more internships over last year. Of the total 8,362 IUs delivered in 2019–20:

- 289 were Accelerate International
- 50 were delivered to college, CEGEP, and polytechnic students
- 211 were Accelerate fellowships
- 1,092 were Accelerate industrial postdocs

In 2018–19, eligibility for Accelerate programs extended to college and polytechnic students. This extension enabled Mitacs to support research collaborations and knowledge transfer with college and polytechnic institutions, known to engage in applied research, across Canada. The college and polytechnic stream of the program was successful, with designated college IUs being delivered and demand from

college students and institutions expected to rise.

In addition to the participation of new PSE institutions, increased collaboration is indicated by the engagement of new academic researchers and SMEs in Mitacs Accelerate. In 2019–20, there were:

- **854 first-time professor participants** and 1,235 returning
- **902 new industry partner organizations**

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

Accelerate helps to create job opportunities for graduate students and postdocs through the Accelerate Entrepreneur stream by supporting the incubation and acceleration of start-up companies by graduate students. In 2019–20:

- **391 Accelerate Entrepreneur internships** were delivered

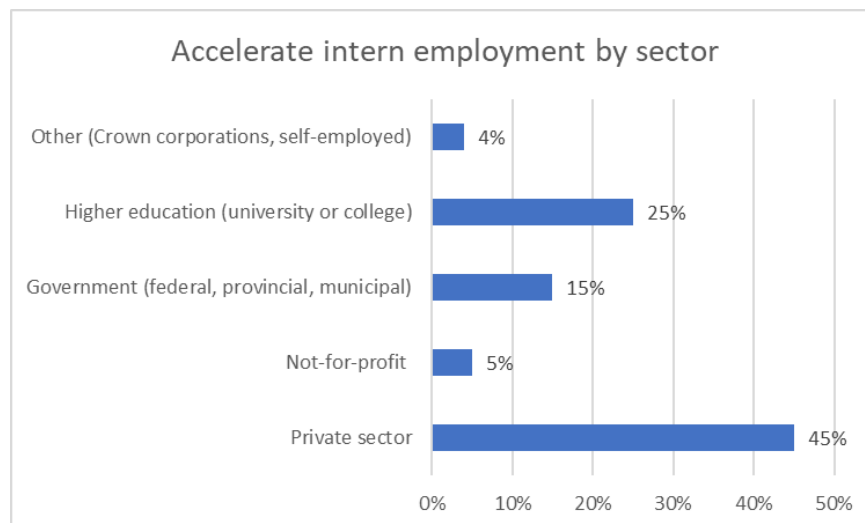
Furthermore, Accelerate interns are known to continue benefiting from the collaborations and connections made through internships by securing employment opportunities with their host employer or other companies in relevant sectors upon completion of the internship. Data from a 2020 Accelerate Intern Career Survey<sup>2</sup> reveals that:

- **46 percent of Accelerate interns are still working for their host company** since their internships ended

<sup>2</sup> Accelerate Intern Career Survey 2020. N=914



- **89 percent of Accelerate interns are currently employed;** 11 percent report they are not working



Graph showing Accelerate intern employment by sector according to 2020 Intern Career Survey

### 3. Improve employability of graduate students and postdoctoral fellows in Canada after completing their studies

Accelerate internships provide WIL opportunities that enable graduate students and postdoctoral fellows to develop new skills, which improve their employability and competitiveness on the job market. According to 2019–20 Accelerate intern exit surveys:

- **89 percent of Accelerate interns report that their career prospects have improved as a result of the internship**

Interns reported that their Mitacs Accelerate internship led to the development of the following skills:

- 96 percent improved knowledge of their discipline

- 96 percent developed critical and creative thinking
- 96 percent improved communication skills
- 95 percent enhanced their ability to conduct research to address private sector problems
- 95 percent developed expertise and/or know-how relevant to the private sector
- 94 percent developed technical skills

In 2019–20, **Mitacs hosted 233 training courses for Accelerate interns** to help them develop knowledge and transferrable skills to improve their employability. Training courses were delivered both virtually and in-person on a variety of topics including career professionalism, project management, communications, and business writing.

In addition to these core training courses, Mitacs has been working to explore new entrepreneurial and innovation training opportunities to enrich current skills course delivery.

During this fiscal year, two new entrepreneurial skills training programs were piloted, in partnership with different universities, to support the development of entrepreneurial thinking and drive among graduate students and Mitacs program participants.

Mitacs is continuing to work with partner organizations to develop additional innovative training approaches in key areas including AI, IP literacy, digital skills and skills training for Indigenous students.

## NEW ENTREPRENEURSHIP TRAINING

### **Invention to Innovation**

The Invention to Innovation program is based on the i2I Graduate Certificate in Science & Technology Commercialization, which won international recognition earlier this year after being highlighted among the annual *Innovations That Inspire* named by AACSB International (AACSB) — the world’s largest business education network.

In partnership with Simon Fraser University’s (SFU) Beedie School of Business, Mitacs launched the inaugural cohort of the i2I skills training program in 2019–20. The pilot builds upon the successful i2I curriculum, creating a hybrid model that allows more entrepreneurs to make real-world impact with their scientific inventions. The pilot has been running for the past six months and combines in-person teaching and online learning.

### **Lab2Market**

Mitacs also developed partnerships with several universities for the Lab2Market (L2M) program. L2M is the first national-level program in Canada to fund and equip graduate students and their faculty supervisors with the entrepreneurial skills needed to assess the commercial viability of their university-based research innovations.

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

Post-secondary students and postdocs are well positioned to remain in Canada upon graduation after participating in an Accelerate internship, since they gain opportunities to connect with potential employers and improve their employability through skills training. Data from a longitudinal intern career survey<sup>3</sup> shows:

- **81 percent of Accelerate interns remain in Canada**
- 74 percent of interns with foreign citizenship still reside in Canada
- 85 percent of interns who were Canadian citizens or permanent residents remain in Canada

**5. Increase investment in R&D and innovation of participating companies**

Accelerate facilitates R&D collaborations between academic researchers and industry. Through Accelerate, participating companies invest resources in R&D and innovation by co-funding WIL opportunities and research collaborations.

- In 2019–20 there were 902 new industry partners participating in Accelerate, **this is a 33 percent increase in new industry partner participants in comparison with 2018–19**
- In 2019–20, **industry partners invested over \$65 million in R&D and innovation** through their participation in Accelerate internships

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<sup>3</sup> Results collected in 2019 from Mitacs interns who held internships during the time period 2008 to 2015. N=1,958

## Spotlight stories

### New technology and job creation

#### Speeding towards the 5G highway

(October 2019, QC)

Originally from Tunisia, Dr. Omran responded to a call for a Mitacs Accelerate research internship with Ciena. The project focused on developing algorithms for next-generation land and submarine networks, with the goal of improving performance and creating more powerful tools to increase network capacity. A perfect fit with her PhD research on submarine networks, she was offered the Mitacs-Ciena internship.

After a brief time in her internship, Ciena realized that Yousra's research specialty was such a perfect fit for the company's needs, that they offered her a full-time position. She was able to pass along the original internship funding to one of her colleagues in Dr. Rusch's laboratory at Laval University.



### New partnerships and commercialization

#### Ahoy! Research-in-a-box ships from Kelowna to Montréal

(October 2019, BC)

Shipping containers, built to withstand extreme conditions and safeguard important assets of global trade, are perpetually undermaintained. Considering approximately 20 million shipping containers complete 200 million trips per year, and that one in five shipping containers is damaged, there is huge risk involved. Manual inspection is often insufficient to identify damages.

To solve this problem, CANSCAN, a young company that uses artificial intelligence to secure shipping containers, worked with Mitacs research interns from UBC to develop an automated shipping container inspection system that uses high-definition cameras and machine-learning software to predict needs of the containers. Twenty-five Accelerate internships contributed to the project, applying diverse skills to solve a real-world problem.

This Mitacs research collaboration enabled CANSCAN to apply for additional funding through the Scale.ai supercluster to take part in a national project that includes two Canadian port agencies, two Canadian government entities, and an international terminal operator.



## Social innovation

### **Inuit knowledge and technology work in tandem to address global warming**

(October 2019, NL)

As climate change began causing ice conditions to become less predictable and more dangerous, Professor Trevor Bell of Memorial University started working with the Nunatsiavut government in Labrador in 2009 on the issue of safe ice travel and transportation. It was this partnership, along with an Arctic Inspiration Prize grant in 2016, that allowed for SmartICE to transition from a university project to a social enterprise. SmartICE is the world's first climate-change adaption tool, and it combines traditional Inuit knowledge of sea ice with remote monitoring technology and data acquisition.

Mitacs and SmartICE partnered on a project that aims to advance SmartICE's research and development initiatives. As part of a Mitacs internship under the supervision of Professor Bell, postdoctoral fellow Anne Irvin helped SmartICE expand its services for the benefit of Inuit communities by testing an instrument used to map slush on ice, which can lie atop very thin ice and create a falling hazard for travellers. Irvin is testing how slush develops along community trails and how thick it is. As Professor Bell says, "Anne is using her science degrees to benefit society and really mobilizing her knowledge to support action."





**Mitacs**

Mitacs Elevate



## Mitacs Elevate

Mitacs Elevate builds value for organizations in Canada by training top-ranked postdoctoral fellows to address complex business challenges. Elevate is a one- or two-year research management training fellowship that links companies with Canadian postdoctoral researchers — the only such research management training program in Canada. An Elevate placement is an opportunity for fellows to hone their research and professional knowledge, while organizations gain access to specialized business and research expertise to advance their R&D capabilities. Elevate incorporates a structured R&D management training and professional skills development program to enable fellows to address complex business challenges and to acquire the skills needed to succeed in the labour market beyond their fellowship.

Elevate has experienced steady growth over the past decade. This year, Mitacs fulfilled the anticipated outcomes of the Elevate program through the delivery of 200 fellowships.

### **The Elevate objective for 2019–20 was to:**

1. Support the attraction, training, retention, and deployment of highly qualified postdocs with the goal of strengthening research and innovation results

### **Based on this objective, Mitacs contributed to the following results throughout the year:**

1. Improve employability of postdocs in their field
2. Increase retention of PhD holders in Canada and the creation of a highly effective talent pool ready to lead innovation
3. Increase opportunities for businesses to engage with postdocs and benefit from the wealth of

ideas and solutions these highly qualified people bring

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

### **This fiscal year, ISED funding for Elevate supported:**

- **200<sup>4</sup>** Elevate fellowships
- **201** Elevate fellows
- **182** partner organizations from various sectors
- **192** academic supervisors from **33** Canadian universities

In 2019–20, **ISED's investment of \$7 million in the Elevate program was leveraged into a \$20.8 million program** through contributions from provinces and industry.

## Achieved results

### **1. Improved employability of postdocs in their field**

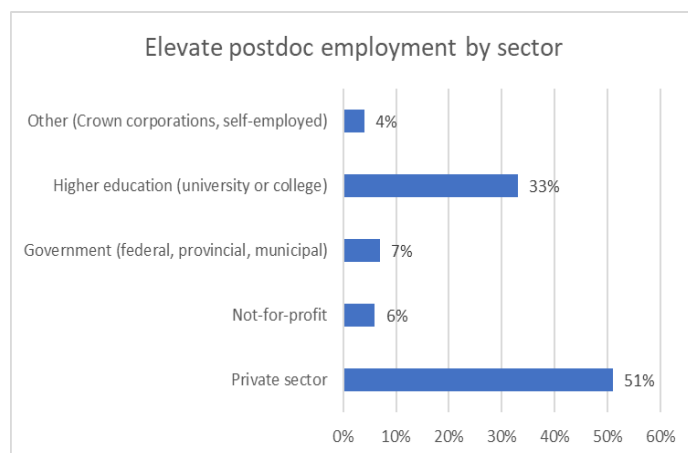
Elevate helps to improve the employability of postdocs by delivering a tailored R&D management training program. Over the course of the fellowship, Elevate requires participants to spend up to two days per month completing a variety of leadership, business, and R&D management training courses. The training is delivered concurrently with the work placement so that fellows can develop specialized R&D management skills and apply them immediately at Canadian companies. In 2019–20, Elevate fellows participated in a three-day-long leadership in innovation retreat focused on leadership and management capabilities to improve their competitive skillsets and career prospects.

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<sup>4</sup> ISED funded the equivalent of 200 fellowships. However, there were 201 fellows due to partially completed fellowships.

Postdoctoral fellows who complete the Elevate training and fellowship program are successful in finding full-time employment in their field. According to an Elevate Intern Career Survey<sup>5</sup> administered in 2020:

- **97 percent of Elevate postdocs are working full-time**
- 39 percent of Elevate postdocs were hired by their host company
- 22 percent of Elevate postdocs founded or co-founded their own business



## 2. Increased retention of PhD holders in Canada and creating a highly efficient talent pool ready to lead innovation

The professional networks fellows establish across academia and industry during their two-year Elevate placement create a strong incentive for participants to remain in Canada at the conclusion of their degree programs. This incentive is further strengthened by the significant time invested in training programs tuned to the needs of the Canadian labour market.

- **The retention rate among former Elevate fellows is 75 percent<sup>6</sup>**
- 78 percent of PhD holders and 76 percent of postdocs have remained in Canada since the conclusion of their Elevate fellowship<sup>7</sup>

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

The growth of the Elevate program shows that employers are increasingly looking for opportunities to engage with highly skilled postdocs. Elevate fellows are highly qualified in their fields, and their work placements enable businesses to apply this expertise to real business challenges. Each year, the Elevate program sees new employers investing in fellowships in order to engage with talented postdocs.

- **In 2019–20, 27 percent of all participating employers were new Elevate program participants**
- 99 partner organizations were for-profit SMEs

<sup>5</sup> N=69

<sup>6</sup> Former fellows from 2008–15 working in Canada in 2019. N=1,599.

<sup>7</sup> Ibid.

**4. Connect academic researchers to industry partners to develop innovative solutions to Canada’s industrial and societal challenges**

Elevate fellows possess knowledge and expertise in various disciplines, including engineering, life sciences, computer sciences, social sciences, arts, and humanities. The connections made between Elevate researchers and industry partners have enabled collaborations that contribute to industry sector advancements and growth.

In the past fiscal year, Elevate partner employers from many sectors participated in the Elevate program, as described in the table below.

**Most (49 percent) Elevate partner employers operate in the scientific and technical services sector.**

Elevate partner employers by sector	
Administrative and support, waste management and remediation services	1
Agriculture, forestry, fishing and hunting	11
Agriculture, forestry, fishing and hunting; Manufacturing	1
Arts, entertainment and recreation	6
Construction	3
Educational services	4
Finance and insurance	2
Health care and social assistance	14
Information and cultural industries	4
Management of companies and enterprises	1
Manufacturing	30
Mining, quarrying, and oil and gas extraction	6
Other services	8
Professional, scientific and technical services	89
Wholesale trade	2
<b>TOTAL</b>	<b>182</b>

## Spotlight stories

### SME growth and product development

#### Saskatoon-based tech company to increase comfort and efficiency

(March 2020, SK)

The traditional residential-building industry in Canada suffers from poorly designed ducts with under-vented and over-vented areas causing large temperature variations, discomfort, and inefficiency. With the support of Mitacs and the University of Saskatchewan, a Saskatoon-based tech company, SenergyK Innovative Creations, has been developing an innovative technology called UCTUPUS.

The novel energy management and distribution system converts common single-zone central HVAC systems into a multi-zone system. In addition, it continuously monitors temperatures in different rooms and provides a real-time, dynamic response to address the occupant's desires using intelligent airflow distribution algorithms. The technology can reduce energy consumption by 40 percent and increase the thermal comfort in residential buildings.

Leading the research on the project is Farid Bahiraei, a Mitacs postdoctoral fellow who has extensive knowledge in advanced thermal management systems design, hardware programming, and wireless sensor networks for internet-of-things applications. The fellowship has allowed SenergyK to expand its business and hire more talent.



### Groundbreaking R&D

#### Calgary-based spin-off turns green idea to gold

(October 2019, AB)

On the heels of news that global carbon dioxide (CO<sub>2</sub>) emissions are soaring to record-breaking levels not seen in 800,000 years, Calgary-based company SeeO<sub>2</sub> Energy is working to reverse the trend. The company has launched an invention that converts greenhouse-gas emissions into high-value fuels and chemicals before they are released into the environment.

Co-founders Paul Addo and Beatriz Molero developed the technology as postdoctoral fellows at the University of Calgary, together with professor Viola Birss. With the help of Innovate Calgary, Addo and Molero transferred the IP from the university to begin their start-up, SeeO<sub>2</sub> Energy. The company's product is a high-temperature electrolyser that uses CO<sub>2</sub> from waste streams and converts it into carbon monoxide, hydrogen, syngas, and pure oxygen, all of which can be used downstream or sold for profit.

The Mitacs research program enabled both co-founders to continue their research at the University of Calgary as postdoctoral associates while developing their relationship with ATCO, a natural gas and electricity retailer that hosted their Mitacs internships. Thanks to the relationship built through the Elevate program, ATCO is now a shareholder in the start-up.





## Development of innovative technology

### Water, water everywhere

(October 2019, QC)

Across Canada, the replacement of aging pipes requires an investment of about \$25 billion. CANN Forecast's IntelliPipes predictive modelling software leverages AI to identify the most vulnerable municipal watermain. CANN Forecast offers a proactive, predictive solution for preventative maintenance, helping municipalities save money.

In summer 2019, the CANN Forecast team of seven expanded when they partnered with Mitacs and appointed Renato Henriques da Silva, a postdoc supervised by professors Alexandra Schmidt (Biostatistics, McGill University) and Sophie Duchesne (Centre Eau Terre Environnement, INRS), to accelerate their research. With a background in both statistics and ecology, Henriques da Silva studies break-prediction modelling of pipe networks, employing his skills as a data scientist to support CANN Forecast's project. As the project develops, it will help municipalities move from reactive to proactive decision making.



A decorative graphic in the top right corner consisting of a cluster of white-outlined hexagons of varying sizes. Some hexagons contain small white dots, while others contain small dark grey dots, creating a network-like pattern.

**Mitacs**

Mitacs Globalink



## Mitacs Globalink

Globalink builds strong collaborations between Canada and partners around the world and helps to brand Canada as a destination of choice for research and graduate education by enabling international and domestic undergraduate and graduate students to take part in two-way travel-abroad research experiences.

In its efforts to connect Canadian research talent with the world and to bring new thinkers to Canada, Mitacs continues to develop bilateral international funding partnerships to leverage ISED's investments in Globalink. The Mitacs international network has grown to include more than 40 international MOUs with partner organizations in over 20 countries.

### **Globalink objectives for 2019–20 were to:**

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

### **Based on these objectives, Mitacs contributed to the following anticipated outcomes for 2019–20:**

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

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

To support the achievement of each of these outcomes Mitacs offers three variations of Globalink:

**Globalink Research Internship (GRI)**, a 12-week research internship delivered to top international undergraduate talent at Canadian universities

**Globalink Graduate Fellowship (GGF)**, which provides financial support to GRI alumni who wish to return to Canada to pursue graduate studies

**Globalink Research Award (GRA)**, which supports 12- to 24-week bilateral research internships in Canada or with a Mitacs partner country for senior undergraduates and graduate students

### **ISED funding for Globalink in 2019–20 supported:**

- **254** graduate students from abroad coming to Canada for research internships through GRA
- **174** international GRI alumni who returned to Canada for graduate studies through GGF
- **618** students in Canada travelling to priority countries to participate in research and educational opportunities abroad through the GRA

**811** GRI were matched and confirmed; however, due to COVID-19 travel restrictions all GRI placements had to be cancelled for 2019–20.

For Globalink in 2019–20, **the ISED investment of \$6.9 million was leveraged into a \$13.5 million program**, with additional funds from provincial, post-secondary and international partners.

## Achieved results

1. **Increased the number of foreign students undertaking research projects in Canada and**

### applying to pursue graduate or postdoctoral studies in Canada

Despite cancellations to this year's GRI placements due to the pandemic, Mitacs was able to increase the delivery of research opportunities for international students participating in the GRA program.

- **In 2019–20, Mitacs increased the number of students from abroad undertaking research projects in Canada through GRA by almost 400 percent**

There were 200 more GRAs delivered this fiscal year, compared to the 54 awards delivered in 2018–19. Internship placements according to province are captured in the table below.

GRA to Canada internships by province	
AB	18
BC	40
MB	1
NB	2
NS	6
ON	80
QC	107
<b>Total</b>	<b>254</b>

The GGF program attracts GRI alumni who wish to return to Canada to pursue graduate studies.

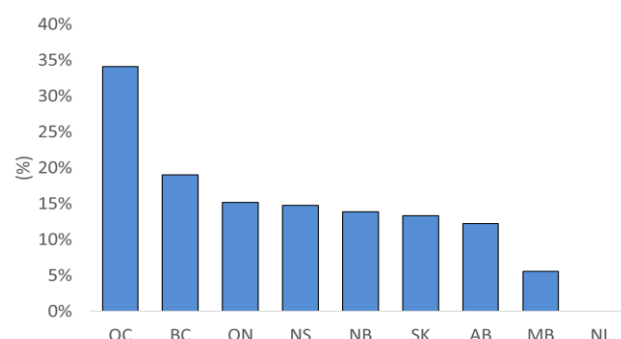
- **In 2019–20, there was a 14 percent increase in the number of graduate students who received a GGF award, compared to last fiscal year**

Mitacs's Globalink program is designed to build an international talent pipeline that attracts top talent and skills to Canada. International students who undertake research projects through GRI are encouraged

to return to Canada to pursue further studies, and they often express intentions to remain in Canada to work post-graduation.

Evaluation and tracking of Globalink program participants from abroad between 2012 to 2019 reveal the following trends:

- Almost one half of GGF fellows return to the same university as their GRI placement and two-thirds return to the same province
- Quebec leads the way in attracting former GRI interns back for a GGF



Number of GGF fellows by province from 2012–18 divided by number of GRI interns by province from 2011–17

## 2. Increased the number of Canadian students participating in research education opportunities abroad

Our GRA from Canada program is an effective mechanism for supporting the international research and engagement strategies of universities. Demand for Globalink research opportunities abroad among Canadian students and universities has increased considerably over the past few years. In 2019–2020, the overwhelming interest in the program was greater than our ability to fund all of the projects submitted. Mitacs received 697 applications from Canadian universities and students wishing to participate in the program.

While the program will continue to adjust around travel restrictions related to the COVID-19 pandemic, Mitacs has informed Canadian university partners that new GRA award holders will have approximately 12 months to start their projects. It is our hope that this increased flexibility will provide universities with ample room and opportunity to submit projects and rebuild momentum around international research mobility.

- In 2019–20, **618 students in Canada pursued a GRA** with an institution in one of 38 countries abroad

GRA interns from Canada by province	
AB	53
BC	67
MB	14
NB	4
NL	5
NS	18
ON	273
QC	171
SK	13
<b>Total</b>	<b>618</b>

GRA interns from Canada by host country	
Argentina	2
Australia	37
Austria	4
Belgium	10
Brazil	9
Bulgaria	1
Chile	2
China	27
Croatia	1
Czech Republic	2
Denmark	5
Estonia	1
Finland	6
France	55
Germany	105
Greece	2
Hungary	3
India	6
Ireland	3
Israel	4
Italy	7
Japan	63
Korea (Republic of)	3
Mexico	16
Netherlands	8
New Zealand	3
Norway	5
Poland	1
Portugal	2
Singapore	9
South Africa	1
Spain	9
Sweden	9
Switzerland	15
Taiwan	2
Ukraine	1
United Kingdom of Great Britain and Northern Ireland	68
United States of America	111
<b>Total</b>	<b>618</b>

## Spotlight stories

### Groundbreaking R&D

#### **Coronamask: The secret ingredient that could prevent the spread of coronaviruses**

(March 2020, AB)

Researchers at the University of Alberta developed a face mask that could neutralize pathogens like the novel coronavirus at the centre of the recent deadly outbreak. The secret ingredient? Salt. Their new technique could make face masks more than just a shield against potentially life-threatening illnesses.

Dr. Hyo-Jick Choi, a biomedical engineer and professor, has been investigating how salt crystals can essentially cut through and destroy airborne viruses, like a sharp, briny needle piercing a balloon. But he is quick to warn that his research is not a recipe for a do-it-yourself home project.

Dr. Choi and his main research partner, PhD student Ilaria Rubino, a Mitacs intern who completed a GRA abroad, have been studying the use of salt on masks and respirators since 2015, funded by Mitacs and the Natural Sciences and Engineering Research Council. The initial findings were published in 2017 and a second paper has been submitted for consideration.

Dr. Choi has obtained a patent for the product and hopes to see it on the market in the future. He said the next step is collaboration between different scientific fields to come up with the best way to make the mask, including the materials and how much salt to use. Some things — like what kind of salt solution his mask will use — are still top secret.





## AI and new technology

### From Tunisia to Canada: Mitacs intern works to improve voice recognition technology

(March 2020, QC)

Semah Aissaoui's journey with Mitacs began in summer 2018 as an undergraduate in Tunisia when he first came to Canada as a Globalink research intern. He progressed to receive the Mitacs Globalink Graduate Fellowship and attend graduate school at Polytechnique Montréal in Canada and is now working with industry on an Accelerate internship.

As an engineering student at the National Institute of Applied Sciences and Technology in Tunisia, Aissaoui combined his desire to learn with his passion for contributing to something that will benefit society. Through the Mitacs Globalink Graduate Fellowship program, Aissaoui applied to work with Professor Antoine Saucier at Polytechnique Montréal. Mitacs Globalink Graduate Fellowship funded the first eight months of his master's program.

Aissaoui now works with Fluent.ai on a Mitacs Accelerate award, using his computer engineering background and his command of programming languages to research and develop methods to clean background noises and reverberation from sound signals that microphones collect on voice-activated devices.



## Social innovation

### Revitalizing Indigenous languages using digital tools

(February 2020, SK)

Marguerite Koole, an assistant professor in Educational Technology and Design at the University of Saskatchewan, had initially wanted to work with a Mitacs Globalink student on exploring Indigenous peoples' relationships to their languages by conducting interviews. Through Mitacs's program, Koole was matched with Annalena Felber, a linguistics student interested in learning about different worldviews and how they connect to different languages.

Initially, Felber did background research on the history of Indigenous peoples in Canada and the threats they currently face around losing their languages. It quickly became apparent to her that there are very few digital resources available for teaching Indigenous languages, which is crucial to keeping them alive. Thus, began the wicêhtowin project, a website where students, teachers, and anyone interested in Indigenous language revitalization can locate available tools and resources.

Felber built a database of available online tools, including websites, interactive applications, and video and audio resources. Currently, there are over 150 resources available on the wicêhtowin project website in 74 different Indigenous languages.



## AI and product development

### Robots gain empathy skills thanks to Ontario tech team and international intern

(August 2019, ON)

A senior undergraduate student from the Technological Institute of Advanced Studies of Monterrey (ITESM), Mexico, Eduardo Perez Valle, travelled to Canada as a Mitacs Globalink intern to join a research team at the Ontario Tech University. The team, led by Professor Miguel Vargas Martin, is developing software that helps the ASUS Zenbo robot understand human commands from both a practical and an empathic perspective. The research team also studies direct robot-to-robot communication that would help make robot assistants in care homes more trusted and secure.

Eduardo focused on learning natural language processing; a technique used in artificial intelligence (AI) research to help the Zenbo robot understand human commands more accurately. When combined with other researchers' work to learn facial expressions and vocal indicators of emotions, Zenbo will eventually develop empathy-like skills.



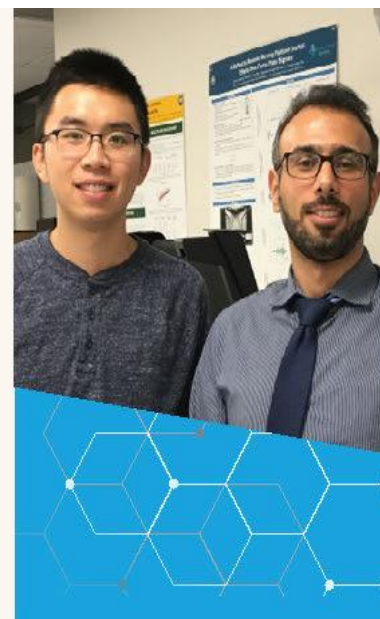
## New technology and commercialization

### Sports performance research team drafts international talent for commercial kickoff

(August 2019, AB)

Shengjie Xiu, a 20-year-old undergraduate student from China, spent his summer working in professor Hossein Rouhani's neuromuscular control and biomechanics laboratory at the University of Alberta (UofA). There, he's been tasked with helping to develop a custom software application designed to pair a set of augmented-reality (AR) goggles and biofeedback sensors that help athletes assess their performance.

This UofA research bridges a gap between wearable technologies created for entertainment purposes and those developed for clinical or professional purposes. Professor Rouhini hopes to commercialize the research for hockey player use soon, and university football players thereafter, while developing its applications for many other sports. The software that Xiu was developing ties the whole system of sensors and goggles together so that coaches, medical staff, or athletes themselves can use the information to perform better or to reduce the risk of injury.





A decorative graphic consisting of a cluster of hexagons in the upper right quadrant. The hexagons are outlined in a light blue color and some contain small dots in white, dark blue, or light blue. The pattern is more dense in the center and fades out towards the top right corner.

**Mitacs**

Mitacs Entrepreneur  
International

## Mitacs Entrepreneur International

The MEI program was launched in September 2019 to support student mobility and entrepreneurship.

MEI funds up to \$5,000 of international travel and related costs for up to two employees of a start-up company connected to a Canadian incubator or accelerator (see Appendix F for a list of Mitacs approved accelerators and incubators). With a host incubator in the destination country to help provide a soft landing and facilitate connections, Canadian start-ups can connect with international innovation ecosystems and acquire direct market intelligence, international investors, clients, and commercialization partners to help them grow internationally.

Since the program's launch in Fall 2019, it has been promoted through newsletters, social media, email campaigns, and direct outreach to university partners within the Mitacs innovation network.

Given the late launch in the third quarter of the fiscal year, and the COVID-19 pandemic, the 2019–20 delivery target for MEI has not been met. The first application for the program was approved in October 2019 and, since then, uptake has been on a steady incline. We have been able to meet 25 percent of the MEI delivery target between October 2019 and early March 2020. Since COVID-19 travel restrictions were imposed in March 2020, no new applications were submitted and any approved applications to commence travel during this time were put on hold.

### MEI objectives for 2019–20 were to:

1. Provide start-ups from across Canada with financial support to travel to an international incubator/accelerator
2. Provide Canadian start-ups access to global markets and sources of investment

### Based on these objectives, Mitacs contributed to the following anticipated outcomes for 2019–20:

1. Increased number of international internship opportunities available to Canadian employees of start-ups housed in university-linked incubators
2. Increased number of international partnerships and opportunities (e.g., connections with international investors, clients, partners, suppliers, and/or distributors) for Canadian start-ups housed in university-linked incubators
3. Increased participation of Canadian start-ups in global value chains and access to new investment opportunities internationally

### ISED funding for MEI in 2019–20 supported:

- 20 MEI units
- 19 participating Canadian start-ups

For MEI in 2019–20, the ISED investment of \$85,700 was used to support international travel and business connection for employees from 19 Canadian start-up companies.

## Achieved results

### 1. Increased number of overseas internship opportunities available to Canadian employees of start-ups housed in university-linked incubators

With the launch of MEI in 2019–20, employees of Canadian start-ups gained a unique opportunity to receive financial support for international travel and internships with international incubators and accelerators.

- 30 applications for MEI internships were received
- 20 MEI internships were delivered

Notably, 91 percent of employee participants were either satisfied or very satisfied with overall MEI experience.

### 2. Increased number of overseas partnerships and opportunities (e.g., connections with international investors, clients, partners, suppliers, and/or distributors) for Canadian start-ups housed in university-linked incubators

Mitacs has built a network of international incubators and accelerators that provide opportunities for Canadian entrepreneurs to gain exposure to international networks, events, and markets. In 2019–20 the following opportunities arose for employees participating in the program:

- 3,021 potential customers engaged
- 17 potential B2B partner meetings attended

- 30 potential investor meetings attended
- 28 business presentations
- 21 workshops/conferences
- 34 networking events
- 47 courses, seminars and other training events hosted at the international host incubator/accelerator

There were eight travel destinations for MEI program participants in 2019–20: China, France, Israel, India, Luxembourg, Norway, Singapore and the USA.

### 3. Increased participation of Canadian start-ups in global value chains and access to new investment opportunities internationally

Ultimately, MEI supports Canadian entrepreneurial growth and development by exposing start-up employees to global markets and networks in order to meet potential investors, commercialize, and scale up products and services.

In 2019–20, MEI participants accomplished the following<sup>8</sup>:

- 2 signed sales contracts/purchase orders
- 4 confirmed investments in the firm by an angel, seed or venture capital financier
- 9 percent of participants were able to have an approximate incremental impact on their firm's ability to raise capital

<sup>8</sup> Results based on MEI Exit Survey responses. N=11

## The year ahead

As we look ahead, we see an important role for Mitacs to play during and after the COVID-19 pandemic, which is causing devastating economic shocks to Canada and the world. Mitacs is uniquely positioned to support Canada's economic recovery, in particular by supporting SMEs innovate and grow, helping new graduates launch their careers, and supporting R&D activities across the country to improve Canadian productivity.

Mitacs is committed to mobilizing its expansive network of partners to support economic recovery and help rebuild the Canadian economy. We are adapting our programs with a focus on meeting the needs of the Canadian innovation system as it grapples with the challenges arising from the pandemic. Looking further ahead, Mitacs is committed to expanding its capacity to deliver programming that meets the needs of an ever-growing community of innovators, including students, academic researchers, NFPs, and industries.

### Supporting Canada's COVID-19 response

In response to COVID-19, Mitacs quickly mobilized its team and platform to effectively support Canada's innovation system by introducing a number of time-limited R&D initiatives to help Canada respond to the crisis.

Through the adaptation of our core programs, as well as the creation of new program streams, Mitacs is rolling out the following initiatives in 2020–21:

- A call for projects focused specifically on research related to COVID-19
- A reduced financial requirement for SMEs to take part in Mitacs programming from 50% of project cost to 25%
- An expedited review process to get COVID-19-related projects up and running as quickly as possible

- A Research Training Award to offer employment opportunities to students looking to carry out research projects and build research skills
- A COVID-19 call for Mitacs Canadian Science Policy Fellows to bring PhD-level expertise and scientific evidence into the policy-making process for all levels of government
- A Business Strategy Internship to allow business and law students to work with companies to develop strategies to cope with the new economic realities of a post-COVID-19 world
- A COVID-19 Industrial Postdoctoral Fellowship Call — one-year collaborative research projects between universities and industry or NFP partners that demonstrate a strong benefit to Canada in battling COVID-19 and addressing its aftermath
- Mitacs will be launching thematic calls in the fall for the GRA program to facilitate strategic international collaborations once COVID-19-related travel restrictions are lifted

### Supporting Canada's economic recovery

Mitacs is committed to supporting the Canadian economic recovery in the months ahead. In particular, Mitacs feels it has an important role to play in addressing three crucial productivity challenges facing Canada in the recovery: a potential decline in R&D activity, the disappearance of vulnerable SMEs, and difficult school-to-work transitions for new graduates.

Many of Canada's most innovative companies are still in their early stages, and still not profitable or self-sustaining without outside capital providers. The longer the downturn continues, the greater the risk that these companies will put valuable R&D activities on hold and/or lay off highly qualified personnel.

SMEs are a particularly vulnerable segment of the innovation ecosystem. These organizations have

been hard hit by the economic downturn, and lack some of the capabilities of larger companies to withstand prolonged declines in financing and revenue.

Finally, these challenges will raise significant barriers for new graduates looking to launch their careers. Research shows that graduates starting their careers in a recession face barriers to working in their field of choice, delays in entering management positions, and reduced earnings.

Mitacs programs help address these key recovery challenges by helping companies manage the costs of R&D activity, in part by helping them access the research capacity of the PSE sector. The ability to access high-quality, temporary R&D support has proven particularly valuable for SMEs, many of which would otherwise face barriers recruiting qualified full-time R&D staff. Finally, we have also seen strong evidence that WIL placements, such as those offered by Mitacs, can be key in helping students launch careers in their chosen fields.

Innovation will be a critical part of Canada's economic recovery. By supporting fast-growing, high-productivity companies across the country, Mitacs is helping to enhance the long-term productivity and competitiveness of the Canadian economy.

### Building a foundation for future growth

Mitacs's performance over the past fiscal year demonstrates our capacity to meet increasing demands, facilitate industry sector development, and support business growth and entrepreneurship. The over-delivery on our targets reflects Mitacs's strong reputation in the innovation ecosystem and its capacity to create positive change. In the year ahead, our focus will be to build on these strengths in order to extend the benefits of our innovation programming to more Canadian businesses, NFPs, and students.

Looking forward, we are developing strategies to provide more targeted support to sectors of strategic importance to Canada, such as AI, ocean technology, and advanced manufacturing. Over the coming months, Mitacs will be further developing its knowledge of these industries and its relationships with key stakeholders, in order to more effectively meet the needs of these priority areas. Meanwhile, we continue to develop strategies focused on expanding Mitacs's support to diverse communities across Canada, including Indigenous Peoples and social innovators.

Mitacs believes strongly that its programs have the potential to empower innovation in diverse sectors across Canada. We remain committed to supporting the Government of Canada achieve its productivity and innovation goals.



## Financial summaries

### Accelerate

Accelerate expenditures summary					
Expenditures	Total 2019-20 forecast (note 2)	Total 2019-20 expenditures	ISED 2019-20 forecast	ISED 2019-20 expenditures	
# of Internships	7800	8362	7800	8362	%
<b>Direct research awards</b>					
Accelerate awards	\$ 111,843,960	\$ 130,728,592	\$ 47,630,021	\$ 53,343,508	
Research support (industry in-kind) (note 1)	\$ 58,500,000	\$ 62,715,000	\$ -	\$ -	
Student mobility	\$ 300,000	\$ 105,561	\$ 300,000	\$ 105,561	
<b>Total direct research awards</b>	<b>\$ 170,643,960</b>	<b>\$ 193,549,153</b>	<b>\$ 47,930,021</b>	<b>\$ 53,449,069</b>	<b>86%</b>
<b>Other program delivery costs</b>					
Direct program management	\$ 711,526	\$ 605,171	\$ 305,956	\$ 301,694	
Research Management & Evaluations	\$ 1,959,468	\$ 1,835,144	\$ 842,571	\$ 914,869	
Business development	\$ 6,641,670	\$ 6,201,626	\$ 2,855,918	\$ 3,091,677	
Corporate services	\$ 9,221,858	\$ 8,565,289	\$ 3,965,399	\$ 4,270,027	
<b>Total contractual overhead</b>	<b>\$ 18,534,522</b>	<b>\$ 17,207,230</b>	<b>\$ 7,969,844</b>	<b>\$ 8,578,267</b>	<b>14%</b>
<b>Total Accelerate expenditures</b>	<b>\$ 189,178,482</b>	<b>\$ 210,756,383</b>	<b>\$ 55,899,865</b>	<b>\$ 62,027,336</b>	<b>100%</b>

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

Note 2: Training allocation was transferred out of Accelerate and will be reported separately

Accelerate income summary		
Income source	Total 2019-20 forecast	Total 2019-20 income
ISED	\$ 55,962,000	\$ 62,027,335
Provincial internship funds	\$ 22,494,000	\$ 24,790,556
Industry	\$ 53,822,325	\$ 65,130,805
Industry in-kind (note 1)	\$ 58,500,000	\$ 62,715,000
University	\$ -	\$ 172,000
<b>Total income</b>	<b>\$ 190,778,325</b>	<b>\$ 214,835,696</b>

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

Accelerate grant balance	
Grant balance at March 31, 2019	\$ 378,936
2019/20 ISED funding	\$ 54,215,657
Interest earned on ISED funding	\$ 448,953
Cancellations & refunds (note 1)	\$ 7,672,298
2019/20 Expenditures	-\$ 62,027,336
<b>Remaining grant balance at March 31, 2020</b>	<b>\$ 688,508</b>

Note 1 : Cancelled internships are reported on the contract report once incurred

An allowance for cancellations has been recorded in the Audited Financial statements. The allowance is a management estimate of future cancellations and is not reflected in this report

## Elevate

Elevate expenditures summary					
Expenditures	Total 2019-20 forecast	Total 2019-20 expenditures	ISED 2019-20 forecast	ISED 2019-20 expenditures	
# of Internships	200	200	200	200	%
<b>Direct research awards</b>					
Elevate fellowships (one year)	\$ 12,003,600	\$ 12,345,593	\$ 6,828,000	\$ 5,924,782	
Research support (industry in-kind)	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -	
Training	\$ 752,996	\$ 344,622	\$ 752,996	\$ 344,622	
<b>Total direct research awards</b>	<b>\$ 18,756,596</b>	<b>\$ 18,690,215</b>	<b>\$ 7,580,996</b>	<b>\$ 6,269,404</b>	<b>89%</b>
<b>Other program delivery costs</b>					
Program management	\$ 185,243	\$ 300,798	\$ 83,359	\$ 109,457	
Research and evaluation	\$ 219,487	\$ 187,734	\$ 98,769	\$ 68,315	
Business development	\$ 635,729	\$ 591,125	\$ 286,078	\$ 215,105	
Corporate services	\$ 956,374	\$ 1,049,750	\$ 430,368	\$ 381,994	
<b>Total contractual overhead</b>	<b>\$ 1,996,833</b>	<b>\$ 2,129,407</b>	<b>\$ 898,574</b>	<b>\$ 774,870</b>	<b>11%</b>
<b>Total elevate expenditures</b>	<b>\$ 20,753,429</b>	<b>\$ 20,819,622</b>	<b>\$ 8,479,570</b>	<b>\$ 7,044,275</b>	<b>100%</b>

Note 1: We estimate industry contributes \$30,000 of research costs per intern. This has been included in Elevate Expenditures.

Note 2 - Elevate fellowships are two year awards. Only one year of the awarded is reflected in the financials.

Elevate income summary		
Income source	Total 2019-20 forecast	Total 2019-20 income
ISED	\$ 6,828,000	\$ 7,044,275
Provincial internship funds	\$ 1,804,000	\$ 1,198,362
Industry	\$ 6,000,000	\$ 6,412,540
Industry in-kind (note 1)	\$ 6,000,000	\$ 6,000,000
University		\$ 113,333
<b>Total income</b>	<b>\$ 20,632,000</b>	<b>\$ 20,768,510</b>

Note 1: We estimate industry contributes \$30,000 of research costs per intern. This has been included in Actual Income In-Kind.

Elevate grant balance	
Grant balance at March 31, 2019	\$ 2,243,990
2019/20 ISED funding	\$ 4,164,343
Interest earned on ISED funding	\$ 134,091
Cancellations & refunds	\$ 574,771
2019/20 Expenditures	-\$ 7,044,275
<b>Remaining grant balance at March 31, 2020</b>	<b>\$ 72,920</b>

## Globalink

Globalink expenditures summary							
Expenditures	Total 2019-20 forecast #	Total 2019-20 actual #	Total 2019-20 forecast	Total 2019-20 actual	ISED 2019-20 forecast	ISED 2019-20 expenditures	%
<b>Direct Globalink awards</b>							
Globalink Research Internships (note 1)				\$ 10,341,038		\$ 8,027,901	
Globalink Research Internships (summer cohort 2019 commitment)				-\$ 9,788,645		-\$ 8,032,500	
Globalink Research Internships (commitments summer cohort 2020) (note 2)	1000	0	\$ 7,700,000		\$ 5,173,593		
Globalink Research Awards	800	872	\$ 4,800,000	\$ 5,318,874	\$ 3,753,236	\$ 3,640,721	
Globalink Graduate Fellowships	250	174	\$ 3,750,000	\$ 2,590,000	\$ 3,683,186	\$ 2,241,836	
Partner in-kind for Globalink Research Internships (note 4)			\$ 3,000,000				
<b>Total direct Globalink awards</b>	<b>2050</b>	<b>1046</b>	<b>\$ 19,250,000</b>	<b>\$ 8,461,267</b>	<b>\$ 12,610,015</b>	<b>\$ 5,877,958</b>	<b>85%</b>
<b>Other program delivery costs</b>							
Program management			\$ 724,412	\$ 741,587	\$ 347,718	\$ 164,744	
Research and evaluation			\$ 376,995	\$ 368,333	\$ 180,958	\$ 81,826	
Business development			\$ 971,072	\$ 949,046	\$ 466,114	\$ 210,832	
Corporate services			\$ 2,518,916	\$ 2,613,968	\$ 1,209,080	\$ 580,696	
<b>Total contractual overhead</b>			<b>\$ 4,591,395</b>	<b>\$ 4,672,934</b>	<b>\$ 2,203,870</b>	<b>\$ 1,038,098</b>	<b>15%</b>
<b>Total Globalink expenditures</b>			<b>\$ 23,841,395</b>	<b>\$ 13,134,201</b>	<b>\$ 14,813,885</b>	<b>\$ 6,916,056</b>	<b>100%</b>

Note 1 - At March 31, 2019 \$9,788,645 was reserved for Globalink Research Internship summer 2019 commitments. The actual expenditures were \$10,341,038 used.

Note 2 - GRI cohort for summer 2020 was cancelled due to COVID-19 travel restriction.

Note 3 - GRI estimate of \$3,000 in-kind contribution by university partner not recorded due to cancelled cohort.

Note 4 - GRI and GRA cancelled units are expected to incur recovery expenditure for travel of an estimated \$500,000, these expenses will be claimed and reported in fiscal 2020/21 report

Globalink income summary		
Income source	Total 2019-20 forecast	Total 2019-20 actual income - total
ISED	\$ 14,813,885	\$ 6,916,057
Universities direct		\$ 561,000
Universities in-kind (note 1)	\$ 3,000,000	
International partners	\$ 3,732,300	\$ 3,940,981
Provincial partners	\$ 2,244,000	\$ 2,070,000
<b>Total income with commitments</b>	<b>\$ 23,790,185</b>	<b>\$ 13,488,038</b>

Note 1: We estimate universities contribute \$3,000 of research costs per intern. This has not been estimated due to the cancellation of the summer cohort 2020.

Globalink grant balance	
Grant balance at March 31, 2019	\$ -
2019/20 ISED funding	\$ 12,570,000
Cancellations & refunds (note 1)	\$ 208,500
Interest earned on ISED funding	\$ 221,924
2019/20 Expenditures	-\$ 6,916,056
<b>Remaining grant balance at March 31, 2019</b>	<b>\$ 6,084,368</b>

Note 1: Cancelled internships are reported on the contract report once incurred

An allowance for cancellations has been recorded in the Audited Financial statements. The allowance is a management estimate of future cancellations

## Training

Training expenditures summary					
Expenditures	Total 2019-20 forecast (note 1)	Total 2019-20 expenditures	ISED 2019-20 forecast	ISED 2019-20 expenditures	%
# of training participants		3744		3744	
Direct expenditures					
Training and program management	\$ 3,189,641	\$ 2,321,165	\$ 3,189,641	\$ 2,317,904	
<b>Total direct expenditures</b>	<b>\$ 3,189,641</b>	<b>\$ 2,321,165</b>	<b>\$ 3,189,641</b>	<b>\$ 2,317,904</b>	<b>94%</b>
Other delivery costs					
Business development		\$ 20,034		\$ 20,034	
Corporate services		\$ 51,400		\$ 51,400	
Research & evaluations		\$ 78,190		\$ 78,190	
<b>Total contractual overhead</b>		<b>\$ 149,624</b>		<b>\$ 149,624</b>	<b>6%</b>
<b>Total training expenditures</b>	<b>\$ 3,189,641</b>	<b>\$ 2,470,789</b>	<b>\$ 3,189,641</b>	<b>\$ 2,467,528</b>	<b>100%</b>

Note 1: The training allocation forecast was transferred from Accelerate and reported separately.

Training income summary		
Income source	Total 2019-20 forecast	Total 2019-20 income
ISED	\$ 3,189,641	\$ 2,467,528
Industry	\$ -	\$ -
<b>Total Income</b>	<b>\$ 3,189,641</b>	<b>\$ 2,467,528</b>

Training grant balance	
2018-19 Carryover	\$ 350,224
2019-20 ISED funding	\$ 3,000,000
Interest earned on ISED funding	\$ -
2019-20 Expenditures	-\$ 2,467,528
<b>Remaining grant balance at March 31, 2020</b>	<b>\$ 882,696</b>

## MEI

Mitacs Entrepreneur International expenditures summary					
Expenditures	Total 2019-20 forecast	Total 2019-20 actual	ISED 2019-20 forecast	ISED 2019-20 expenditures	
# of Internships	85	20	85	20	%
<b>Direct Mitacs Entrepreneur International awards</b>					
Awards	\$ 425,000	\$ 72,849	\$ 425,000	\$ 72,849	
<b>Total direct Mitacs Entrepreneur International awards</b>	<b>\$ 425,000</b>	<b>\$ 72,849</b>	<b>\$ 425,000</b>	<b>\$ 72,849</b>	<b>85%</b>
<b>Other program delivery costs</b>					
Program management	\$ 75,000	\$ 12,856	\$ 75,000	\$ 12,856	
<b>Total contractual overhead</b>	<b>\$ 75,000</b>	<b>\$ 12,856</b>	<b>\$ 75,000</b>	<b>\$ 12,856</b>	<b>15%</b>
<b>Total Mitacs Entrepreneur International expenditures</b>	<b>\$ 500,000</b>	<b>\$ 85,705</b>	<b>\$ 500,000</b>	<b>\$ 85,705</b>	<b>100%</b>

Mitacs Entrepreneur International income summary		
Income source	Total 2019-20 forecast	Total 2019-20 Actual income - total
ISED 2019-20 contract	\$ 500,000	\$ 85,705
<b>Total income</b>	<b>\$ 500,000</b>	<b>\$ 85,705</b>

Mitacs Entrepreneur International grant balance	
Grant balance at March 31, 2019	\$ -
2019/20 ISED funding	\$ 500,000
2019/20 Expenditures	\$ (85,705)
<b>Remaining grant balance at March 31, 2020</b>	<b>\$ 414,295</b>



## Summary of updates to Mitacs's investment policies, standards, and procedures

The Mitacs Investment Policy and Investment Strategy are reviewed and approved annually by the Audit and Finance Committee of the Board and by the Board. This Investment Policy has recently been reviewed and was approved by the Committee and the Board in March 2020.

## Performance Measurement Framework

**Table 3.1**  
**Mitacs Program Output Indicators**

Category/Output Indicator	Accelerate	Elevate	Globalink
<b>Internships</b>			
Number of internships supported	8,362	200	1,046
Percentage of internships hosted by for-profit private sector organizations	76%	n/a	n/a
Percentage of internships supported by region:			
Atlantic Canada	9%	1%	4%
Quebec	30%	28%	26%
Ontario	28%	39%	29%
Prairies	16%	15%	9%
British Columbia	17%	17%	8%
Outside Canada	3%	n/a	24%
<b>Interns</b>			
Number of interns supported	3,002	201	1,046
Number of interns supported for the first time	2,608	87	870
Number of college/polytechnic interns supported	50	n/a	n/a
Percentage of interns supported who are women, aboriginal, visible minority or disabled	49%	46%	58%
Percentage of interns supported by discipline:			
Engineering	37%	36%	29%
Earth sciences	5%	5%	5%
Business	5%	1%	2%
Life sciences	20%	36%	24%
Social sciences and humanities	9%	8%	23%
Mathematical sciences	3%	1%	2%
Computer science	17%	7%	5%
Physical sciences	4%	6%	10%
Percentage of interns supported by citizenship:			
Canadian citizen	43%	42%	40%
Foreign	49%	45%	57%
Permanent resident	8%	13%	3%
Percentage of international interns supported by region of home country:			
Europe	n/a	n/a	34%
Asia-Oceania	n/a	n/a	30%
South America	n/a	n/a	7%
North America	n/a	n/a	8%
Africa	n/a	n/a	21%
<b>Partners</b>			
Number of partners participating	1,668	182	n/a
Number of partners participating for the first time	902	50	n/a
Percentage of for-profit private sector partners that are SMEs	83%	76%	n/a
<b>Academic supervisors</b>			
Number of academic supervisors supported	2,089	192	1,574
Number of academic supervisors supported for the first time	854	45	1,321
<b>Training</b>			
Number of courses delivered	233	21	8
Number of participants in courses	5,594	259	287

Note 1: The regional total for Accelerate calculates to 103% because Accelerate international IUs are a subset of Accelerate and these units are already counted within their Canadian region of origin.

Note 2: Number of participants in courses represents the total attendance at each course delivered, not the total number of unique intern participants as reported in financials.

## Mitacs Annual Results Reporting

Expected Results		Indicator
Short term	Increased annual number of Mitacs work-integrated learning opportunities for post-secondary students and postdoctoral fellows to 10,000 per year by 2021-22 from 4,401 in 2016-17 (all programs)	<b>Number of work-integrated learning opportunities (internships) funded</b> <ul style="list-style-type: none"> <li>- Accelerate: 8,362</li> <li>- Elevate: 200</li> <li>- Globalink: 1,046</li> </ul>
	Enhanced skills of postsecondary students and postdoctoral fellows achieved through Mitacs work-integrated learning (all programs)	<b>Percentage of funded interns who acquire new skills</b> <ul style="list-style-type: none"> <li>- Accelerate: 93%</li> <li>- Elevate: 95%</li> <li>- GRA: 84%</li> <li>- GRI: 84%</li> <li>- Accelerate International: 100%</li> </ul>
	Increased collaboration and knowledge transfer between academia and industry, across a wide range of sectors of the Canadian economy (Accelerate and Elevate)	<b>Percentage of business partners continuing to collaborate with the postsecondary sector</b> <ul style="list-style-type: none"> <li>- Accelerate: 90%</li> <li>- Elevate: 78%</li> </ul>
	Increased number of overseas internship opportunities available to Canadian employees of start-ups housed in university-linked incubators	<b>Number of Canadian start-ups in university-linked incubators who took part in an international incubators internship</b> <ul style="list-style-type: none"> <li>- MEI: 19</li> </ul>
Medium Term	Increased nature and extent of research linkages with both domestic and international partners (all programs)	<b>Percentage of researchers continuing to collaborate across sectors or internationally</b> <ul style="list-style-type: none"> <li>- Accelerate: 91% interested in continuing collaborations</li> <li>- Elevate: 77% interested in continuing collaborations</li> <li>- GRA: 96% likely to continue international collaboration</li> <li>- GRI: 51% interested in continuing collaborations</li> <li>- Accelerate International: 63% interested in collaborating with private sector</li> </ul>
	Improved employability of post-secondary students and postdoctoral fellows in their field (all programs)	<b>Percentage of funded interns working in their field</b> <ul style="list-style-type: none"> <li>- Accelerate: 62% working in job closely related to diploma</li> <li>- Elevate: 76% working in job closely related to diploma</li> </ul>
	Increased participating company investment in industrial research, development and innovation (Accelerate and Elevate)	<b>Percentage increase in business partner spending on R&amp;D</b> <ul style="list-style-type: none"> <li>- Accelerate: 41% increased overall investments in R&amp;D</li> <li>- Elevate: 66% increased overall investments in R&amp;D</li> </ul>
	Increased number of overseas partnerships and opportunities (e.g., connections with international investors, clients, partners, suppliers and/or distributors) for Canadian start-ups housed in university-linked incubators	<b>Percentage of international incubator internship participants who said on a post-internship survey that they developed new market opportunities as a result of their internships</b> <ul style="list-style-type: none"> <li>- MEI: 36% confirmed investments in the firm by an angel, seed or venture capital financier</li> <li>18% signed sales contracts or purchase orders</li> </ul>

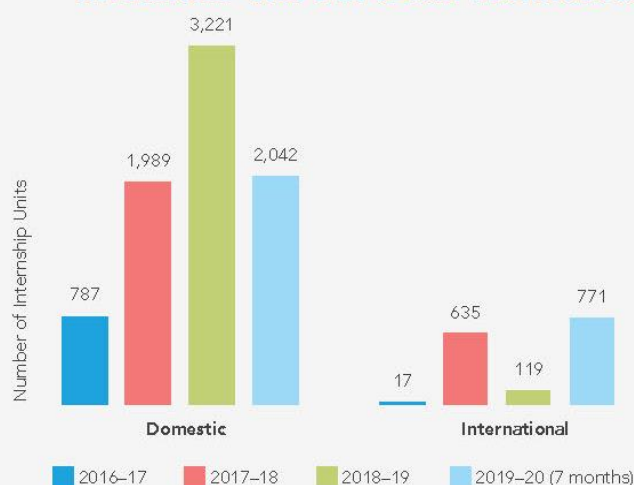
## Appendix A: Mitacs supports the cleantech industry



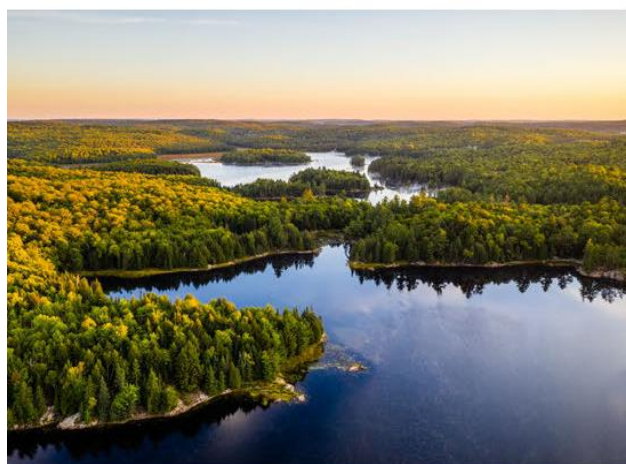
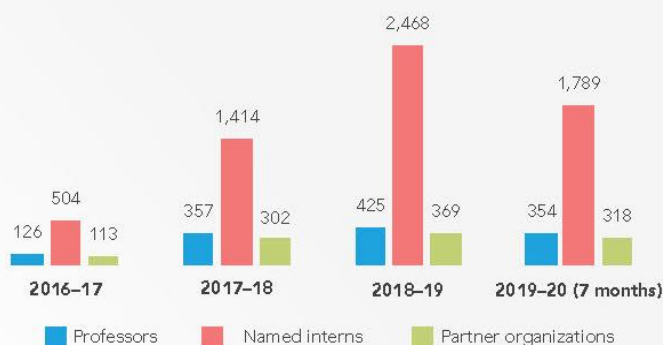
### SUPPORTING COLLABORATIVE RESEARCH FOR THE ENVIRONMENT AND THE ECONOMY

Mitacs supports many of Canada's federal and provincial strategic priorities, including the development of technologies and innovations that will keep our environment clean while growing our economy.

#### INTERNSHIP UNITS IN CLEAN TECHNOLOGY



#### NUMBER OF PARTICIPANTS ON CLEANTECH-RELATED ACCELERATE PROJECTS





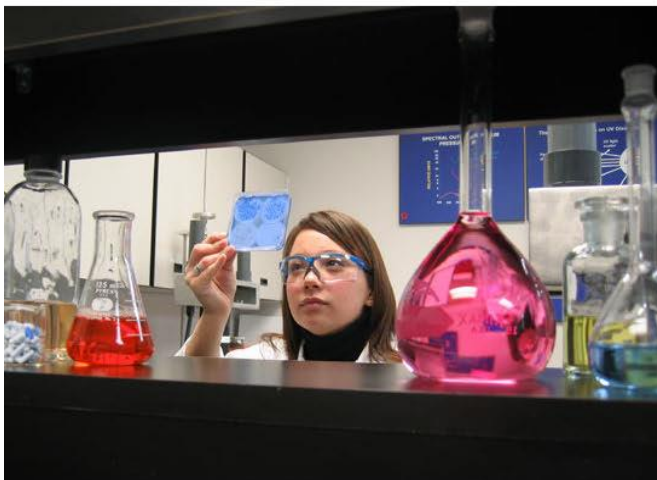
# COLLABORATING WITH MITACS

## EXAMPLES OF HOW MITACS IS SUPPORTING CLEAN TECHNOLOGIES AND INNOVATIONS COAST TO COAST TO COAST.

Anaconda Mining is working with students at Memorial University and the College of the North Atlantic **to** develop a cost-effective mining process to extract gold from Deer Cove, while leaving the natural habitat largely intact.

.....

London-based Trojan Technologies connects with universities in multiple provinces to advance the company's innovative water treatment products and service, with the goal of making water safe without the use of chemicals.



### Protecting ecosystems from dust clouds

Winnipeg-based Cypher Environmental is working with Brandon University to put an end to the choking dust clouds on unpaved roads through a solution that could also save companies and municipalities millions of dollars in maintenance and environment clean-up every year —while making roads safer and protecting nearby ecosystems.

### Reducing greenhouse gas emissions while monetizing assets

Businesses often need incentives to make environmental changes, so Calgary-based SeeO2 Energy is working with the University of Calgary to reduce greenhouse gas emissions while giving businesses a valuable asset they can monetize.

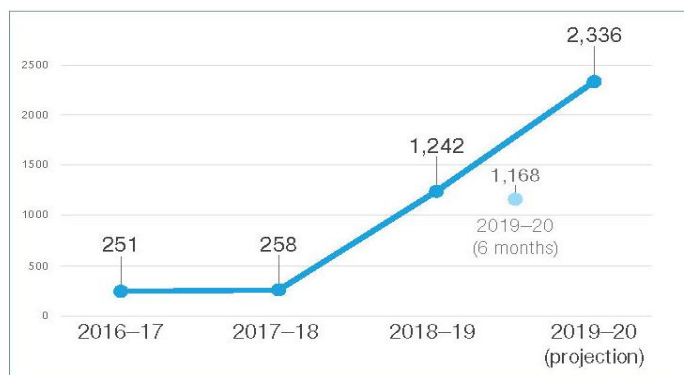
### Minimizing the risk of e-bike accidents

A collaboration between Ontario Tech and General Motors Canada is analyzing the dynamics of e-bikes and the factors that affect the interaction of cyclists with other vehicles when they share the road. The outcome of this project will provide recommendations to minimize the risk of e-bike accidents and user injuries.

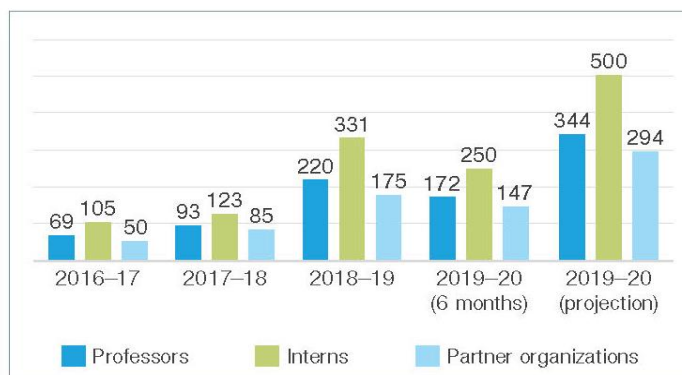


## Appendix B: Mitacs supports the AI sector

INTERNSHIP UNITS IN ARTIFICIAL INTELLIGENCE



NUMBERS OF ACCELERATE PARTICIPANTS IN AI



Note: 2019–20 projection includes doubling of performance in first six months.

## MITACS'S STRATEGIC AI-RELATED PARTNERSHIPS

ORGANIZATION	OVERVIEW
Alberta Machine Intelligence Institute (AMII)	AMII-Mitacs multi-year MOU helps streamline processes, grow their talent pipeline faster, and match this talent to partner needs. We are also exploring a co-funded business development specialist in Calgary for projects in energy sector and elsewhere.
Borealis AI	Borealis AI (RBC) and Mitacs have a long-term partnership. To date, Borealis AI has contributed nearly \$500,000 to research projects with over two dozen Mitacs-affiliated professors and dozens of interns across Canada.
Ciena	Partners on large-scale project to use machine learning to inform planning, design, and operations of their 5G systems.
Element AI	The MOU delivers more than 40 internship units that help connect fundamental research teams with applied research and product divisions, creating a mechanism to quickly respond to emergent client needs.
Ericsson	Strong partners for over a decade, most recently Mitacs helped to attract one of Ericsson's Global AI hubs to Montreal, a commitment that will fund 300+ internship units and the hiring of dozens of local AI experts.
Government of Taiwan (GLORIA NCKU)	Mitacs and Taiwan's Global Research & Industry Alliances launched a large-scale partnership (approx. \$6.3M) in support of research collaborations between Canada and Taiwan. In this partnership, AI has been a priority field of research.
Government of Tunisia	Tunisia's Ministry of Higher Education and Scientific Research signed an agreement with Mitacs to allow for Tunisian students in AI-related fields to secure high-quality industry and university experience in Canada.
Humanitas	More than 100 active internships with universities in QC and ON support Humanitas in revolutionizing international relief efforts through technologies that allow for ad-hoc networks released via drones to support critical communications between medical first response teams.
Imagia	Mitacs supports Imagia's efforts to build a global AI ecosystem in support of personalized healthcare, using dozens of interns, many become employees.
MILA	Mitacs signed a multi-year MOU as part of its pan-Canadian AI strategy. The MOU will place more than 100 internships over five years.
NRF Singapore and AI Singapore	Mitacs and National Research Foundation of Singapore support AI research projects between the two countries. Mitacs identifies eligible AI projects at Canadian companies while Singapore's leading AI institute, AISG, posts projects for Canadian students. Both programs ensure research is a shared benefit to both countries.
University of Toronto	Mitacs is the official internship mechanism for the program with the majority of these high-quality placements being AI-related. This program has a 100% success rate of placing interns in 400+ partner companies, at an average eight-month salary of \$64,000.
Vector	The partnership creates a tremendous opportunity to turn data into knowledge that helps Canada reach its goal of having a "learning health system."

## Appendix C: Mitacs university partners

Institution	Province	Partner Level 2019-20
Acadia University	NS	Honorary
Adler University	BC	Honorary
Athabasca University	AB	Honorary
Bishop's University	QC	Honorary
Brandon University	MB	Honorary
Brock University	ON	Honorary
Canadian Mennonite University	MB	Honorary
Cape Breton University	NS	Honorary
Carleton University	ON	Full
Concordia University	QC	Full
Concordia University of Edmonton	AB	Honorary
Dalhousie University	NS	Full
École de technologie supérieure	QC	Full
Polytechnique Montréal	QC	Full
Emily Carr University of Art + Design	BC	Honorary
HEC Montréal	QC	Associate
Institut national de la recherche scientifique	QC	Associate
Lakehead University	ON	Associate
Laurentian University	ON	Associate
MacEwan University	AB	Honorary
McGill University	QC	Full
McMaster University	ON	Full
Memorial University of Newfoundland	NL	Honorary
Mount Allison University	NB	Honorary
Mount Saint Vincent University	NS	Honorary
Nova Scotia College of Art and Design (NSCAD University)	NS	Honorary
OCAD University	ON	Associate
Ontario Tech University	ON	Associate
Queen's University	ON	Full
Royal Military College of Canada	ON	Honorary
Royal Roads University	BC	Honorary
Ryerson University	ON	Full
Saint Mary's University	NS	Honorary
Saint Paul University	ON	Honorary
Simon Fraser University	BC	Full
St. Francis Xavier University	NS	Honorary
Université TÉLUQ	QC	Honorary
Thompson Rivers University	BC	Associate
Trent University	ON	Associate

Institution	Province	Partner Level 2019-20
Trinity Western University	BC	Honorary
Université de Moncton	NB	Associate
Université de Montréal	QC	Full
Université de Sherbrooke	QC	Full
Université du Québec à Chicoutimi	QC	Honorary
Université du Québec à Montréal	QC	Full
Université du Québec à Rimouski	QC	Honorary
Université du Québec à Trois-Rivières	QC	Associate
Université du Québec en Abitibi-Témiscamingue	QC	Honorary
Université du Québec en Outaouais	QC	Honorary
Université Laval	QC	Full
Université Sainte-Anne	NS	Honorary
University of Alberta	AB	Full
University of British Columbia	BC	Full
University of Calgary	AB	Full
University of Guelph	ON	Full
University of Lethbridge	AB	Associate
University of Manitoba	MB	Full
University of New Brunswick	NB	Full
University of Northern British Columbia	BC	Honorary
University of Ottawa	ON	Full
University of Regina	SK	Full
University of Saskatchewan	SK	Full
University of Toronto	ON	Full
University of Victoria	BC	Associate
University of Waterloo	ON	Full
University of Windsor	ON	Full
University of Winnipeg	MB	Associate
Vancouver Island University	BC	Associate
Western University	ON	Full
Wilfrid Laurier University	ON	Associate
York University	ON	Full

## Appendix D: Mitacs college and polytechnic partners

College	Province/ Territory
Algonquin College of Applied Arts and Technology	ON
Assiniboine Community College	MB
Bow Valley College	AB
British Columbia Institute of Technology	BC
Cambrian College of Applied Arts and Technology	ON
Campus Notre-Dame-de-Foy	QC
Canadian College of Naturopathic Medicine	ON
Canadian Memorial Chiropractic College	ON
Capilano University, North Shore Campus	BC
Cégep André-Laurendeau	QC
Cégep de Sainte-Foy	QC
Cégep régional de Lanaudière	QC
Centennial College	ON
Collège Boréal d'arts appliqués et de technologie	ON
College Lionel-Groulx	QC
College of the North Atlantic	NL
Collège Rosemont	QC
Conestoga College Institute of Technology and Advanced Learning	ON
Douglas College	BC
Durham College	ON
Fanshawe College of Applied Arts and Technology	ON
George Brown College	ON
Institut de tourisme et d'hôtellerie du Québec (ITHQ)	QC
Kwantlen Polytechnic University	BC
Lakeland College	AB
Lambton College of Applied Arts and Technology	ON
Loyalist College	ON
Manitoba Institute of Trades and Technology	MB
New Brunswick Community College	NB
NorQuest College	AB
North Island College	BC
Nova Scotia Community College	NS
Olds College	AB
Red Deer College	AB
Red River College of Applied Arts, Science and Technology	MB
Saskatchewan Polytechnic	SK

College	Province/ Territory
Selkirk College	BC
Seneca College	ON
St. Clair College	ON
St. Lawrence College	ON
The Humber College Institute of Technology and Advanced Learning	ON
The Mohawk College of Applied Arts & Technology	ON
The Northern Alberta Institute of Technology	AB
The Sheridan College Institute of Technology and Advanced Learning	ON
The Southern Alberta Institute of Technology	AB
Yukon College	YK



## Appendix E: Mitacs international partners

Country/Region	Partner organization
Australia	Universities Australia
Wallonia (Belgium)	Wallonie-Bruxelles International
Brazil	Universidade de São Paulo
	CAPES
China	China Scholarship Council
Colombia	MINCIENCIAS (formerly Colciencias)
France	Inria
	Université de Bordeaux
	Université Grenoble Alpes
	Université de Lorraine
	École polytechnique
Germany	DAAD
Hong Kong	University of Hong Kong
India	All India Council for Technical Education (AICTE)
	Ministry of Human Resource Development (World Bank)
	Shastri Indo-Canadian Institute (SICI)
	Science and Engineering Research Board (SERB)
Israel	Canada-Israel Industrial Research and Development Foundation (CIIRDF)
Japan	Japan Society for the Promotion of Science
Korea	National Research Foundation
Mexico	Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)
	Educafin/State of Guanajuato
Norway	SIU/DIKU
Singapore	National Research Foundation
Taiwan	Gloria NCKU
Tunisia	Ministry of Higher Education & Scientific Research
	MedTech
Ukraine	Ministry of Education & Science
	Shevchenko Foundation
United Kingdom	UK Research and Innovation (UKRI)
	Universities UK International (UUKi)
United States	Fulbright Canada

## Appendix F: Mitacs approved incubators/accelerators for MEI

Incubator/Accelerator	Affiliation	Website
Accélérateur de création d'entreprises technologiques (ACET)	Université de Sherbrooke	<a href="http://www.accelerateur.ca">http://www.accelerateur.ca</a>
Accelerator Centre	University of Waterloo	<a href="http://acceleratorcentre.com/">http://acceleratorcentre.com/</a>
BioMedical Zone	Ryerson University	<a href="http://biomedicalzone.ca">http://biomedicalzone.ca</a>
Brilliant Catalyst	Ontario Tech University	<a href="https://www.uoitbrilliant.ca/">https://www.uoitbrilliant.ca/</a>
Calgary Technologies Inc/Platform Calgary	University of Calgary	<a href="https://www.calgarytechnologies.com/">https://www.calgarytechnologies.com/</a>
Carrefour d'entrepreneuriat et d'innovation (CEI)	Université du Québec à Trois-Rivières	<a href="https://www.uqtr.ca/cei">https://www.uqtr.ca/cei</a>
Centech	École de technologie supérieure	<a href="https://www.etsmtl.ca/services/Centech/accueil">https://www.etsmtl.ca/services/Centech/accueil</a>
Centre Assomption de recherche et de développement en entrepreneuriat (CARDE)	Université de Moncton	<a href="https://www.umoncton.ca/carde/">https://www.umoncton.ca/carde/</a>
Centre d'entrepreneuriat et d'essaimage (CEE)	Université du Québec à Chicoutimi	<a href="http://www.uqac.ca/ceeuqac/index/accueil">http://www.uqac.ca/ceeuqac/index/accueil</a>
Centre d'entrepreneuriat Poly-UdeM	Polytechnique Montréal Université de Montréal	<a href="http://entrepreneuriat.poly-udem.ca/">http://entrepreneuriat.poly-udem.ca/</a>
Centre for Digital Media	UBC/SFU/BCIT/Emily Carr	<a href="https://thecdm.ca">https://thecdm.ca</a>
Centre for Social Enterprise	Memorial University	<a href="https://www.mun.ca/socialenterprise/">https://www.mun.ca/socialenterprise/</a>
Coast Capital Savings Innovation Centre	University of Victoria	<a href="http://www.uvic.ca/innovation/index.php">http://www.uvic.ca/innovation/index.php</a>
Coast Capital Savings Venture Connection	Simon Fraser University	<a href="http://www.sfu.ca/io/venture/venture-connection.html">http://www.sfu.ca/io/venture/venture-connection.html</a>
Creative Destruction Lab — Halifax	Dalhousie University	<a href="https://www.creativedestructionlab.com/">https://www.creativedestructionlab.com/</a>
Creative Destruction Lab — Toronto	University of Toronto	<a href="https://www.creativedestructionlab.com/">https://www.creativedestructionlab.com/</a>
Cultiv8	Dalhousie University	<a href="https://www.cultiv8ag.com/">https://www.cultiv8ag.com/</a>
District 3	Concordia University	<a href="http://d3center.ca">http://d3center.ca</a>
DMZ	Ryerson University	<a href="http://dmz.ryerson.ca">http://dmz.ryerson.ca</a>
Dunin-Deshpande Queen's Innovation Centre	Queen's University	<a href="https://www.queensu.ca/innovationcentre/">https://www.queensu.ca/innovationcentre/</a>

Incubator/Accelerator	Affiliation	Website
e@UBC	University of British Columbia	<a href="http://entrepreneurship.ubc.ca">entrepreneurship.ubc.ca</a>
e@UBCO	University of British Columbia — Okanagan	<a href="https://www.start.entrepreneurship.ubc.ca/e-ubco">https://www.start.entrepreneurship.ubc.ca/e-ubco</a>
eHUB	University of Alberta	<a href="https://www.ehub.ualberta.ca">https://www.ehub.ualberta.ca</a>
E-Hub	University of Ottawa	<a href="https://entrepreneurship.uottawa.ca/">https://entrepreneurship.uottawa.ca/</a>
EngInE	McGill University	<a href="https://www.mcgill.ca/engineering/initiatives/engine">https://www.mcgill.ca/engineering/initiatives/engine</a>
Entrepreneuriat Laval	Université Laval	<a href="http://www.el.ulaval.ca">http://www.el.ulaval.ca</a>
Epic Innovations/EPICentre	University of Windsor	<a href="http://www.epicentreuwindsor.ca/">http://www.epicentreuwindsor.ca/</a>
Epp Peace Incubator	University of Waterloo	<a href="https://uwaterloo.ca/centre-peace-advancement/epp-peace-incubator">https://uwaterloo.ca/centre-peace-advancement/epp-peace-incubator</a>
Espace-inc	Regional	<a href="https://www.espace-inc.org/">https://www.espace-inc.org/</a>
Forge	McMaster University	<a href="https://theforge.mcmaster.ca">https://theforge.mcmaster.ca</a>
Genesis Centre	Memorial University	<a href="http://www.genesiscentre.ca">http://www.genesiscentre.ca</a>
GreenHouse	University of Waterloo	<a href="https://uwaterloo.ca/stpauls/greenhouse">https://uwaterloo.ca/stpauls/greenhouse</a>
Health Innovation Hub (H2i)	University of Toronto	<a href="http://h2i.utoronto.ca/">http://h2i.utoronto.ca/</a>
Hunter Hub for Entrepreneurial Thinking	University of Calgary	<a href="https://go.ucalgary.ca/hunter-hub">https://go.ucalgary.ca/hunter-hub</a>
iBoost Zone	Ryerson University	<a href="https://www.ryerson.ca/ceie/iboost/">https://www.ryerson.ca/ceie/iboost/</a>
ICUBE	University of Toronto (Mississauga)	<a href="http://icubeutm.ca/">http://icubeutm.ca/</a>
Impact Centre	University of Toronto	<a href="http://www.impactcentre.ca">http://www.impactcentre.ca</a>
Innovacorp	Dalhousie University	<a href="https://innovacorp.ca/our-partners/dalhousie-university">https://innovacorp.ca/our-partners/dalhousie-university</a>
Innovation Park	Queen's University	<a href="http://www.innovationpark.ca">http://www.innovationpark.ca</a>
Invest Ottawa	University of Ottawa	<a href="https://www.investottawa.ca/">https://www.investottawa.ca/</a>
Island Sandbox	Cape Breton University	<a href="http://islandsandbox.ca/">http://islandsandbox.ca/</a>
LaunchPad	Wilfrid Laurier University	<a href="https://students.wlu.ca/work-leadership-and-volunteering/entrepreneurship/launchpad.html">https://students.wlu.ca/work-leadership-and-volunteering/entrepreneurship/launchpad.html</a>
Legal Innovation Zone	Ryerson University	<a href="http://www.legalinnovationzone.ca/">http://www.legalinnovationzone.ca/</a>
Memorial Centre for Entrepreneurship	Memorial University of Newfoundland	<a href="https://mce.mun.ca/">https://mce.mun.ca/</a>
NextAI	HEC Montréal	<a href="https://www.nextcanada.com/next-ai">https://www.nextcanada.com/next-ai</a>

Incubator/Accelerator	Affiliation	Website
Norman Newman Centre for Entrepreneurship, LaunchPad	Dalhousie University	<a href="https://www.dal.ca/faculty/management/nnce/for-students/study-entrepreneurship/starting-lean.html">https://www.dal.ca/faculty/management/nnce/for-students/study-entrepreneurship/starting-lean.html</a>
North Forge Technology Exchange	University of Manitoba	<a href="https://www.northforge.ca">https://www.northforge.ca</a>
Notman House	McGill University	<a href="http://notman.org">http://notman.org</a>
Planet Hatch	University of New Brunswick	<a href="http://planethatch.com">http://planethatch.com</a>
Propel	Western University	<a href="http://propel.uwo.ca">http://propel.uwo.ca</a>
Rural Innovation Centre	Acadia University	<a href="http://www.acadiaentrepreneurshipcentre.com/rural-innovation-centre/">http://www.acadiaentrepreneurshipcentre.com/rural-innovation-centre/</a>
Saint Mary's Entrepreneurship Centre/Spark Centre	Saint Mary's University	<a href="http://www.smu.ca/academics/sobey/student-entrepreneurship-centre.html">http://www.smu.ca/academics/sobey/student-entrepreneurship-centre.html</a>
Science Discovery Zone	Ryerson University	<a href="https://www.ryerson.ca/discoveryzone/">https://www.ryerson.ca/discoveryzone/</a>
ShiftKey Labs	Dalhousie University	<a href="http://shiftkeylabs.ca">http://shiftkeylabs.ca</a>
SPK	Regional	<a href="https://www.spk.rocks/">https://www.spk.rocks/</a>
Student Innovation Centre	University of Alberta	<a href="https://www.ualberta.ca/student-innovation-centre">https://www.ualberta.ca/student-innovation-centre</a>
SURGE	Dalhousie University	<a href="http://surgeinnovation.ca/">http://surgeinnovation.ca/</a>
TEC Edmonton	University of Alberta	<a href="https://www.tecedmonton.com/">https://www.tecedmonton.com/</a>
The J Herbert Smith Centre for Technology Management & Entrepreneurship	University of New Brunswick	<a href="http://www.unb.ca/fredericton/engineering/depts/tme/">http://www.unb.ca/fredericton/engineering/depts/tme/</a>
Transmedia Zone	Ryerson University	<a href="https://www.transmediazone.ca/">https://www.transmediazone.ca/</a>
University of Alberta Health Accelerator	University of Alberta	<a href="https://www.ualberta.ca/medicine/innovation/accelerator">https://www.ualberta.ca/medicine/innovation/accelerator</a>
UTEST	University of Toronto	<a href="http://utest.to/">http://utest.to/</a>
Velocity Science	University of Waterloo	<a href="http://velocity.uwaterloo.ca/programs/velocity-science/">http://velocity.uwaterloo.ca/programs/velocity-science/</a>
Venture Labs	Simon Fraser University	<a href="http://www.venturelabs.ca">http://www.venturelabs.ca</a>
Volta	Saint Mary's University	<a href="https://voltaeffect.com/">https://voltaeffect.com/</a>
WatCo — Waterloo Commercialization Office	Waterloo	<a href="https://uwaterloo.ca/research/waterloo-commercialization-office-watco">https://uwaterloo.ca/research/waterloo-commercialization-office-watco</a>
YSpace	York University	<a href="http://yspace.yorku.ca/">http://yspace.yorku.ca/</a>

## Appendix G: Audited financial statements

Mitacs engaged KPMG, Chartered Professional Accountants to perform the annual financial statement audit for the year ending March 31, 2020. KPMG, Chartered Professional Accountants issued their audit opinion on July 7, 2020 that “the financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.” Please see the following for a copy of the Independent Auditor’s Final Report.



Financial Statements of

**MITACS INC.**

And Independent Auditor's report thereon

Year ended March 31, 2020

***JULY 8, 2020***



KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone (604) 691-3000  
Fax (604) 691-3031

## INDEPENDENT AUDITORS' REPORT

To the Directors of Mitacs Inc.

### ***Opinion***

We have audited the financial statements of Mitacs Inc. (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-profit-organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

### ***Responsibilities of Management and Those Charged with Governance 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.

*Mitacs Inc.*  
*Page 2*

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report and includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

***JULY 8, 2020***

*Mitacs Inc.*  
*Page 3*

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Vancouver, Canada  
July 7, 2020

***JULY 8, 2020***

**MITACS INC.**

## Statement of Financial Position

March 31, 2020, with comparative information for 2019

	Note	2020	2019
<b>Assets</b>			
Current assets:			
Cash and cash equivalents	4	\$ 108,925,242	\$ 84,672,833
Accounts receivable		270,578	2,024,929
Prepaid expenses		222,189	347,560
Current portion of contributions receivable	5	40,741,173	28,300,744
		150,159,182	115,346,066
Contributions receivable	5	11,518,638	12,717,908
Capital assets	6	1,334,637	1,353,268
		\$ 163,012,457	\$ 129,417,242

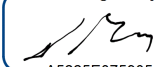
**Liabilities and Net Assets**

Current liabilities:			
Accounts payable and accrued liabilities		\$ 4,403,005	\$ 4,007,328
Government remittances payable		700,627	1,398,948
Current portion of awards payable	7	55,297,393	38,665,184
Deferred contributions	8	61,562,012	41,899,886
		121,963,037	85,971,346
Awards payable	7	21,902,286	24,944,023
		143,865,323	110,915,369
Net assets:			
Invested in capital assets		1,334,637	1,353,268
Internally restricted	9	6,500,000	6,000,000
Unrestricted		11,312,497	11,148,605
		19,147,134	18,501,873
Nature of operations and economic dependence	2		
Commitments	10		
Impact of COVID-19 and subsequent event	13		
		\$ 163,012,457	\$ 129,417,242

See accompanying notes to financial statements.

Approved on behalf of the Board:

DocuSigned by:



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Director

DocuSigned by:



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Director

**JULY 8, 2020**



**MITACS INC.**

## Statement of Operations

Year ended March 31, 2020, with comparative information for 2019

	Note	2020	2019
Revenue:			
Earned program contributions:			
Federal government	11	\$ 70,333,636	\$ 61,838,888
Provincial governments	11	23,534,423	23,559,989
Participant organizations	11	59,869,914	52,835,757
International organizations		3,940,981	3,300,558
University partners		823,821	346,492
University member fees		2,648,400	2,473,925
Interest income		1,593,292	1,132,455
Other		20,306	18,103
		162,764,773	145,506,167
Expenses (recoveries):			
Program awards:			
Accelerate		105,430,223	90,564,562
Globalink		15,668,148	12,722,512
Elevate		10,362,986	11,782,763
Training		2,761,853	2,643,053
Career connect		(47,668)	2,565,448
Canadian science policy fellowship		1,460,529	771,853
Converge		(124,349)	495,388
Innovation initiatives		1,257,766	686,563
Program services		4,496,111	3,993,668
Stakeholder relations		7,985,090	6,672,376
Corporate services		12,520,211	9,816,020
Amortization of capital assets		348,612	329,661
		162,119,512	143,043,867
Excess of revenue over expenses		\$ 645,261	\$ 2,462,300

See accompanying notes to financial statements.

**MITACS INC.**

## Statement of Changes in Net Assets

Year ended March 31, 2020, with comparative information for 2019

	Invested in capital assets	Internally restricted	Unrestricted	Total
Balance, March 31, 2018	\$ 1,221,364	\$ 5,210,000	\$ 9,608,209	\$ 16,039,573
Excess (deficiency) of revenue over expenses	(329,661)	-	2,791,961	2,462,300
Acquisition of capital assets	461,565	-	(461,565)	-
Internally imposed restrictions (note 9)	-	790,000	(790,000)	-
Balance, March 31, 2019	1,353,268	6,000,000	11,148,605	18,501,873
Excess (deficiency) of revenue over expenses	(348,612)	-	993,873	645,261
Acquisition of capital assets	329,981	-	(329,981)	-
Internally imposed restrictions (note 9)	-	500,000	(500,000)	-
Balance, March 31, 2020	\$ 1,334,637	\$ 6,500,000	\$ 11,312,497	\$ 19,147,134

See accompanying notes to financial statements.

**MITACS INC.**

## Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	\$ 645,261	\$ 2,462,300
Amortization of capital assets, an item not involving cash	348,612	329,661
Change in non-cash operating working capital		
Accounts receivable	1,754,351	(1,143,713)
Prepaid expenses	125,371	33,829
Contributions receivable	(11,241,159)	(14,873,044)
Accounts payable and accrued liabilities	395,677	1,541,122
Government remittances payable	(698,321)	806,446
Awards payable	13,590,472	28,087,416
Deferred contributions	19,662,126	16,933,237
	24,582,390	34,177,254
Investing activities:		
Acquisition of capital assets	(329,981)	(461,565)
Increase in cash and cash equivalents	24,252,409	33,715,689
Cash and cash equivalents, beginning of year	84,672,833	50,957,144
Cash and cash equivalents, end of year	\$ 108,925,242	\$ 84,672,833

See accompanying notes to financial statements.

# MITACS INC.

## Notes to Financial Statements

Year ended March 31, 2020

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### 1. Purpose of the Organization:

Mitacs Inc. (the "Organization") was incorporated under the Canada Corporations Act and is exempt from taxes under the Income Tax Act (Canada). The Organization continued under the Canada Not-For-Profit Corporations Act on June 19, 2013.

The purpose of the Organization is to support and increase Canadian productivity by driving private sector innovation and developing and deploying talent into the Canadian economy. This is done through experiential skills development for Canadian innovators; facilitating technology transfer, commercialization, and entrepreneurship by fostering the creation and application of ideas through cooperative research partnerships; and promoting collaborative networks through partnerships between academia, industry, government, and other organizations in Canada and abroad.

### 2. Nature of operations and economic dependence:

The Organization manages or operates various programs designed to facilitate research collaboration between participant organizations and academia for the training of the next generation of young Canadian researchers. Externally funded active programs include internships, international and research partnerships, and skills enhancement.

#### (a) 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.

#### (b) Mitacs Globalink program:

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.

#### (c) Mitacs Elevate program:

Mitacs Elevate provides leadership, business, and research management skills training to recent postdoctoral fellows.

The Organization receives contributions from national, provincial and international organizations, participant organizations and universities to fund research programs, student training, and operational expenditures. A significant portion of its funding is from federal and provincial government contributions (note 8). During the year, the Organization had four (2019 - four) government contracts which accounted for approximately 56% (2019 - 57%) of revenue. The Organization may not be able to maintain its current levels of activities should this funding be significantly reduced or ended.

# MITACS INC.

Notes to Financial Statements (continued)

Year ended March 31, 2020

---

## 3. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations and incorporate the following significant accounting policies.

### (a) Revenue recognition:

The Organization follows the deferral method of accounting for contributions.

Externally restricted government and participant contributions received for programs and training are recognized as revenue in the year in which the related program expenses are incurred. Program expenses are recorded as liabilities when the research project has received research endorsement; participant organization contributions are committed; and all program eligibility and file requirements have been met. The Organization records an allowance for cancellation based on management's best estimate using historical cancellations incurred (note 11).

Unrestricted university member fees are recognized as revenue over the fiscal year to which they relate.

Externally restricted investment income earned on government funding is recorded as deferred contributions and recognized as program contributions revenue in the year in which the related program expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

### (b) Cash and cash equivalents:

Bank balances and term deposits with a maturity period of 90 days or less from the date of acquisition are presented under cash and cash equivalents.

Cash contributions which are reserved for future award expenditures, internally restricted costs and cash contributions received and held in trust by the Organization on behalf of other organizations are classified as restricted cash. The restricted cash is not prevented from use for current purposes and therefore not classified as non-current (note 4).

### (c) Capital assets:

Capital assets are measured at cost on initial recognition. Development costs directly attributable to software are capitalized when incurred. When a capital asset no longer contributes to the Organization's ability to provide services, its carrying amount is written down to its fair value. The Organization's reviews the carrying amount of capital assets for impairment whenever events or changes in circumstances indicate that the asset no longer contributes to the Organization's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such conditions exist, an impairment loss is measured and recorded in the statement operations at the amount by which the carrying amount of the net asset exceeds its fair value or replacement cost.

# MITACS INC.

Notes to Financial Statements (continued)

Year ended March 31, 2020

## 3. Significant accounting policies (continued):

### (c) Capital assets (continued):

Capital assets are amortized on a straight-line basis using the following annual rates:

	Rate
Equipment and furnishings	3 - 5 years
Software	3 - 5 years

### (d) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the recoverability of contributions and accounts receivable, the estimated useful lives of capital assets, the amount of certain accrued liabilities and the allowance for cancellations. Actual results could differ from those estimates.

### (e) Financial instruments:

Financial assets and financial liabilities are initially measured at fair value. Subsequently, all financial assets and financial liabilities are measured at amortized costs, except for cash and cash equivalents, which management has elected to measure at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at fair value include cash and cash equivalents.

Financial assets measured at amortized cost include accounts receivables and contributions receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, government remittances payable and awards payable.

### (f) Allocation of expenses:

The Organization records a number of its expenses by program. The costs of each program include stipend, travel and other research expenses that are directly related to the program.

The Organization incurs program support expenses, such as grant applications and management, research and program management costs that directly support programs. These costs are not allocated to program awards. These expenses are reported under the caption "Program services" on the statement of operations.

The Organization incurs stakeholder support expenses that indirectly support programs. These costs are not allocated to program awards. These expenses are reported under the caption "Stakeholder relations" on the statement of operations.



**MITACS INC.**

Notes to Financial Statements (continued)

Year ended March 31, 2020

**3. Significant accounting policies (continued):****(f) Allocation of expenses (continued):**

The Organization incurs general support expenses, such as finance, administration, human resources, marketing and communications, information technology and costs, that are common to the administration of the Organization. These costs are not allocated to program awards. These expenses are reported under the caption "Corporate services" on the statement of operations.

**(g) New accounting standards:**

In March 2018, the Accounting Standards Board issued "Basis for Conclusions - Accounting Standards Improvements for Not-for-Profit Organizations" resulting in the introduction of three new handbook sections in Canadian accounting standards for not-for-profit organizations; Section 4433 Tangible capital assets held by not-for-profit organizations, Section 4434 Intangible assets held by not-for-profit organizations and Section 4441 Collections held by not-for-profit organizations.

The amendments are effective for financial statements with fiscal years beginning on or after January 1, 2019. Management has considered the application of the aforementioned new accounting standards and the implementation of these changes had no impact on the Organization's financial statements.

**4. Cash and cash equivalents:**

	2020	2019
Restricted:		
Award funds received but not disbursed	\$ 87,334,076	\$ 62,821,764
Funds held in trust	508,196	505,986
Unrestricted	14,582,970	15,345,083
Internally restricted (note 9)	6,500,000	6,000,000
	<b>\$ 108,925,242</b>	<b>\$ 84,672,833</b>

**MITACS INC.**

Notes to Financial Statements (continued)

Year ended March 31, 2020

**5. Contributions receivable:**

	2020	2019
Government contributions receivable	\$ 9,416,436	\$ 8,349,365
Participant contributions receivable	49,979,019	37,595,499
Allowance for cancellations (note 11)	(7,135,644)	(4,926,212)
	52,259,811	41,018,652
Less current portion:		
Contributions receivable	40,741,173	28,300,744
	\$ 11,518,638	\$ 12,717,908

**6. Capital assets:**

			2020	2019
	Cost	Accumulated depreciation	Net book value	Net book value
Equipment and furnishings	\$ 90,201	\$ 3,697	\$ 86,504	\$ -
Software	2,157,248	909,115	1,248,133	1,353,268
	\$ 2,247,449	\$ 912,812	\$ 1,334,637	\$ 1,353,268

During the year ended March 31, 2020, \$27,755 (2019 - \$47,654) in salaries directly related to develop costs of software was capitalized.

**7. Awards payable:**

	2020	2019
Awards payable	\$104,521,572	\$ 78,288,086
Allowance for cancellations (note 11)	(27,321,893)	(14,678,879)
	77,199,679	63,906,207
Less current portion:		
Awards payable	55,297,393	38,665,184
	\$ 21,902,286	\$ 24,944,023

# MITACS INC.

## Notes to Financial Statements (continued)

Year ended March 31, 2020

### 8. Deferred contributions:

Deferred contributions represent externally restricted and unspent contributions for the future funding of awards and training.

March 31, 2020	Federal Government	Provincial Governments	Participant Organizations	Other Funders	Total
Beginning of year	\$ 18,168,274	\$ 11,842,120	\$ 11,434,000	\$ 445,492	\$ 41,889,886
Funding received and receivable	74,744,799	29,540,318	33,785,114	1,668,927	139,739,158
Revenue recognized	(70,333,636)	(23,053,583)	(25,496,222)	(1,183,591)	(120,067,032)
End of year	\$ 22,579,437	\$ 18,328,855	\$ 19,722,892	\$ 930,828	\$ 61,562,012

March 31, 2019	Federal Government	Provincial Governments	Participant Organizations	Other Funders	Total
Beginning of year	\$ 12,625,078	\$ 6,223,145	\$ 5,541,048	\$ 577,378	\$ 24,966,649
Funding received and receivable	67,017,745	29,000,840	26,956,130	1,193,546	124,168,261
Revenue recognized	(61,474,549)	(23,371,865)	(21,063,178)	(1,325,432)	(107,235,024)
End of year	\$ 18,168,274	\$ 11,842,120	\$ 11,434,000	\$ 445,492	\$ 41,899,886

For federal and provincial governments and participant organizations, deferred contributions are adjusted for estimated future cancellations (note 11) of \$24,148,941 (2019 - \$12,178,836).

During the year ended March 31, 2020, \$12.7 million in contributions was received or is receivable from the Ministère de l'Économie et de l'Innovation on behalf of the Government of Quebec to support units approved through the Accelerate, Accelerate International, Elevate, Globalink Research Internship and Globalink Research Award programs. As of March 31, 2020, approximately \$9.3 million has been recognized as revenue.

# MITACS INC.

Notes to Financial Statements (continued)

Year ended March 31, 2020

## 9. Internally restricted net assets:

The board of directors of the Organization resolved to restrict funds as follows:

	2020	2019
Shut-down costs	\$ 4,500,000	\$ 4,500,000
Future capital projects	1,000,000	1,000,000
Innovation projects	1,000,000	500,000
	<b>\$ 6,500,000</b>	<b>\$ 6,000,000</b>

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

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

Innovation projects are reserves to be used to enable the piloting of new ideas or programs consistent with the vision and mandate of the Organization.

The Organization may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

During the year ended March 31, 2020, the board of directors internally restricted \$500,000 (2019 - \$790,000) to increase the funds available for innovation projects.

## 10. Commitments:

### (a) Program delivery commitments:

The Organization has received and processed Mitacs Accelerate internship applications which are in various stages of completion and which have not been approved as at March 31, 2020. As at March 31, 2020, the Organization has processed approximately \$73.7 million of these internship applications, of which it expects that approximately \$21.5 million will be approved within the next 12 months. The Organization will be required to secure sufficient government and participant organization contributions to fund these internships if they are completed and approved.

**MITACS INC.**

Notes to Financial Statements (continued)

Year ended March 31, 2020

**10. Commitments (continued):**

## (b) Operating lease commitments:

The Organization leases office space in four locations across Canada. Future minimum lease payments required over the remaining term of these leases are as follows.

2021	\$ 811,967
2022	699,668
2023	655,953
	<b>\$ 2,167,588</b>

**11. Allowance for cancellations:**

For externally restricted government and participant contributions, revenue is adjusted for estimated future cancellations. The impact of the estimates for the fiscal year are as follows:

Revenue	Gross	Cancellation allowance	2020
Federal government	\$ 84,770,285	\$(14,436,649)	\$ 70,333,636
Provincial governments	28,038,157	(4,503,734)	23,534,423
Participant organizations	72,214,116	(12,344,202)	59,869,914

Revenue	Gross	Cancellation allowance	2019
Federal government	\$ 68,874,754	\$ (7,035,866)	\$ 61,838,888
Provincial governments	26,513,367	(2,953,378)	23,559,989
Participant organizations	59,951,561	(7,115,804)	52,835,757

# MITACS INC.

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## 12. Financial risks and concentration of risks:

The Organization is exposed to various risks through its financial instruments. The significant risks are detailed below.

### (a) Credit risk:

Credit risk is the risk that a counterparty may default on its contractual obligations resulting in a financial loss.

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 Canadian universities and other organizations and the associated credit risk is considered minimal.

Government contributions receivable consists of amounts due from federal and provincial governments and government agencies. Credit risk associated with amounts due from federal and provincial governments and government agencies is considered minimal.

Participant organization contributions receivable consist of amounts due from private and public sector participant organizations. The Organization normally receives the required matching participant organization contributions immediately before the commencement date of an internship.

### (b) Liquidity risk:

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. The Organization is exposed to liquidity risk with respect to the financial liabilities recognized in the statement of financial position. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has enough funds to fulfill its obligations. The risk from amounts due from participant organizations is limited as, if these matching participant organization contributions are not received by the Organization before the expected start-date of any internship, the approved associated internship will be cancelled and the related awards payable will not be paid.

### (c) Interest rate risk:

The organization is exposed to fair value rate risk on its fixed-rate financial instruments, which consist solely on term deposits. Fixed-rate instruments subject the Organization to a risk of changes in fair value. The Organization's interest rate risk is minimal as these investments are in highly liquid securities with short-term maturities.

There may be an effect on the financial risk due to COVID-19, however it is not known at this time. (note 13).



# MITACS INC.

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## **13. Impact of COVID-19 and subsequent event:**

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This situation has not adversely impacted the Organization's operations. Management continues to closely monitor the impact that the pandemic is having on the Organization, its funders and program participants. The ultimate duration and magnitude of the pandemic and the impact of the related public health and government measures are not known at this time. The Organization anticipates its future results will be impacted by the outbreak and has increased the estimate for future cancellations accordingly. As the situation is dynamic, at this time, the Organization does not currently expect that the impact will have any other material effect on the Organization's financial position.

On April 22, 2020, the Government of Canada announced \$40 million in support to the Organization towards the creation of 5,000 new internship opportunities for post-secondary students, including those supporting Canada's small and medium sized businesses.

## **14. Comparative information:**

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.