

The Honourable Navdeep Bains
Minister of Innovation, Science, and Economic Development
Innovation, Science and Economic Development Canada
235 Queen Street
Ottawa, Ontario K1A 0H5
Canada

July 31, 2019

Dear Minister Bains,

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

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

Sincerely,



Diane Gray
Chair, Mitacs Board of Directors



Alejandro Adem
CEO and Scientific Director of Mitacs

MITACS ANNUAL REPORT 2018–19

Innovation Science and Economic Development Canada

July 31, 2019



Who We Are

Mitacs is a national, not-for-profit organization that designs and delivers work-integrated learning programs and advanced research and training opportunities throughout Canada and across the globe. 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 internships that reduce the risk of investing, improve on-the-job skills development, and strengthen Canada's world-class innovation ecosystem. In order to support 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 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 Globalink:** A program bringing top international students to Canada and sending Canadian students abroad to foster international innovation networks;
- **Mitacs Elevate:** Industrial R&D management training and industrial research experience for postdoctoral fellows delivered through classroom and on-site learning.

Acknowledgements

We recognize the Government of Canada's valuable contributions to Mitacs's success over the past 20 years, as well as the continued support of Innovation, Science and Economic Development Canada. We also thank our partners and co-funders – provincial governments, academia and industry, among others – for their support for, and participation in, Mitacs's research and innovation programs.

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



2019 is a landmark year for Mitacs as we celebrate 20 years of leadership in Canada's innovation ecosystem. Throughout that time, Mitacs has helped drive research and innovation collaborations among post-secondary institutions, industry, and governments that solve real-world industry challenges and provide our university and, more recently, college students with high-quality work-integrated learning opportunities.

We have had a milestone year and I am delighted to share in this annual report all that our team accomplished. Over time, we have strengthened our corporate systems, significantly increased capacity, and added new expertise in social innovation and indigenous research to our peer review process. We continue to expand our programs to provide more students with high-quality opportunities and our network of world-class partners has never been stronger.

Indeed, robust and enduring partnerships are fundamental to who we are as an organization. Over the past year we deepened our connections with Tri-council partners, research organizations, academic institutions, and industry partners, as well as expanded our global connections. The strength of our relationships with members and partners is borne out by the fact that close to half of our Business Development team is co-funded with these organizations.

Our ambitious goal of delivering 10,000 high-quality internships annually by 2020–21 speaks to our strong reputation and the confidence our partners have in our ability to deliver results. And I'm pleased to share that this goal is a full year ahead of schedule!

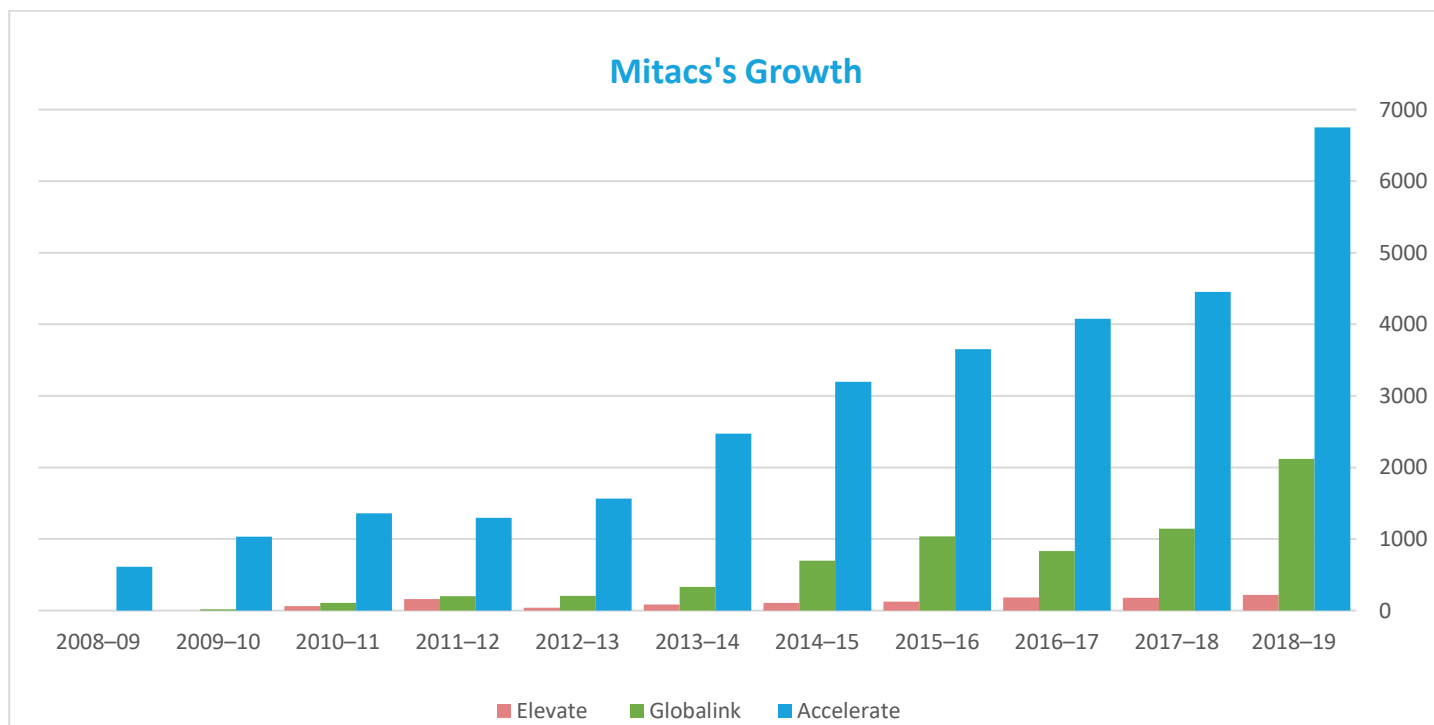
Supporting companies with access to the talent, technology, and strategic partnerships they need to innovate and grow is part of Mitacs's DNA. Ensuring our top talent, across all academic disciplines, develop relevant skills through work-integrated learning is integral to our mandate. Playing such a strategic role helping industry partners and students succeed in a fast-paced global economy remains our greatest reward.

Looking ahead, Mitacs is better positioned than ever to support Canada's strategic innovation priorities. Our relationship with the Government of Canada promotes the long-term growth and prosperity of our talent, our businesses and our communities, ensuring Canada remains a global leader in innovation.

Introduction

This year, Mitacs celebrates 20 years of driving innovation and advancing Canadian competitiveness in the global economy. Mitacs was founded in 1999 as a Canadian Network of Centres of Excellence, dedicated to supporting applied and industrial research in mathematical sciences and associated disciplines. In 2003, we launched a research internship program designed to increase deployment of highly educated graduates into the private sector. Open to all disciplines since 2007, Mitacs has expanded its activities in response to industrial and university needs, including programs in R&D management, professional skills development, and international research training. Fully independent since 2011, Mitacs remains committed to its core vision of supporting research-based innovation and continues to work closely with its partners in industry, academia and government.

Throughout our evolution over the last 20 years, Mitacs has remained responsive to the needs and priorities of governments, industry partners and academic researchers by creating, testing and scaling up new programs designed to foster innovation and deploy highly skilled talent from Canada's academic institutions into all sectors of the economy. Recognizing that people are at the core of innovation, Mitacs has also continually developed its training programs to ensure that we are helping to equip Canada's diverse and talented workforce with the employability and leadership skills needed for success in the economy of tomorrow.



Since its inception, Mitacs's infrastructure, programs, and organizational capacity have grown dramatically, allowing Mitacs to increase its impact across the innovation landscape. This growth has not been at the expense of quality; Mitacs continues to attract the world's best talent and to deliver programs that facilitate meaningful research and development (R&D) collaborations between academic institutions and employers, both domestic and international.

As this Annual Report shows, Mitacs has met its performance objectives and exceeded delivery targets in the Accelerate, Globalink, and Elevate programs, in accordance with the terms of its funding agreement with Innovation, Science and Economic Development Canada (ISED). Reflecting on the 2018–19 fiscal year, this report highlights how far the organization has come in its 20-year journey and looks forward to the years to come as we expect to deliver more than 10,000 internships by 2020.

Mitacs prides itself on the meaningful partnerships it has built, domestically and internationally, and the benefits that these partnerships have provided to Canada. The agility and responsiveness of our platform allows us to operate at the speed of industry, without jeopardizing the quality of our projects. And, as interest in Mitacs grows, we are seeing a significant increase in the demand to support new initiatives to help tackle emerging issues and opportunities in Canada and beyond.

Mitacs Accelerate facilitates opportunities for industries and organizations across Canada to participate in applied research projects in collaboration with academic institutions, while providing post-secondary students and postdoctoral fellows with work-integrated learning opportunities. With more than 30,000 Accelerate internships delivered since 2003, the program has made a significant impact in supporting Canadian innovators.

Mitacs Globalink is a suite of programs 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 program initiatives under Globalink provide a comprehensive approach to achieve our international objectives and include Globalink Research Internships, Globalink Graduate Fellowships, and Globalink Research Awards. Since 2009, Globalink has brought over 4,000 international students to Canada, with demand increasing each year.

Mitacs Elevate is a 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.

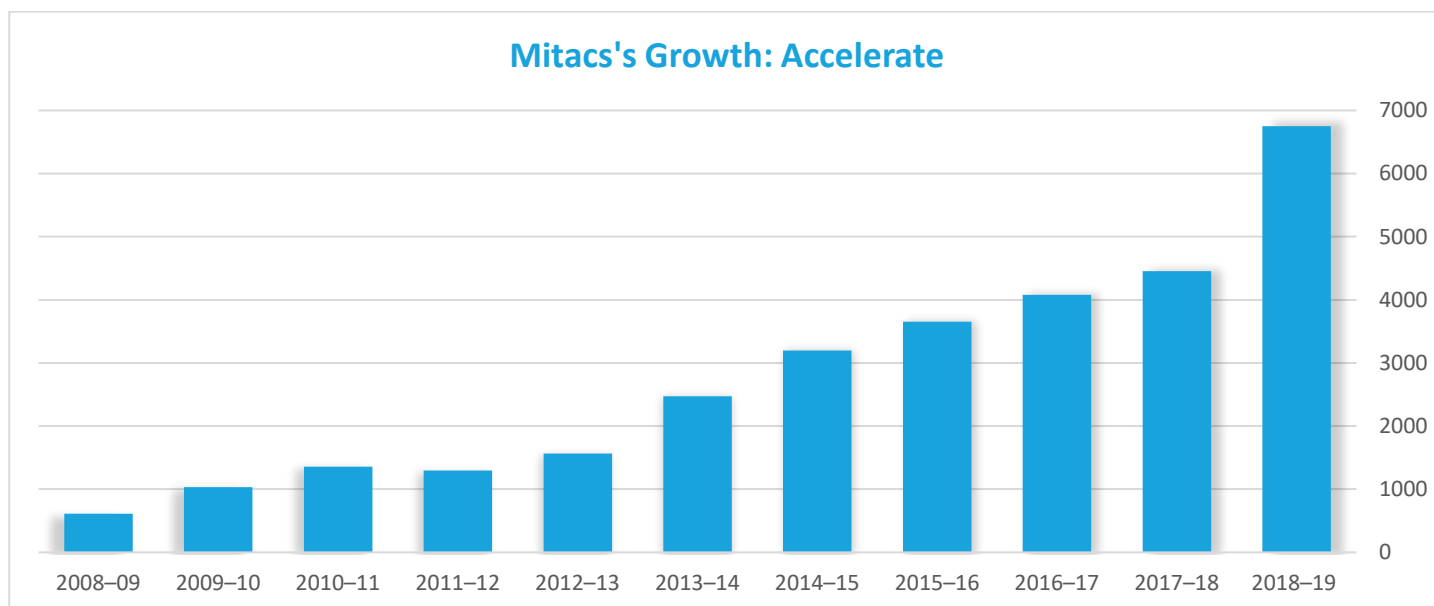
Additionally, Elevate provides opportunities for fellows to manage several Accelerate interns throughout the project or supervise a Globalink intern. Mitacs has delivered more than 900 Elevate fellowships across Canada since 2009.

Note: Mitacs is supported by numerous funders. In accordance with the relevant funding agreement, this report is limited to the results of ISED's funding of Accelerate, Globalink, and Elevate for fiscal year 2018–19. This report does not represent Mitacs's total activity or internship delivery, but where reasonable, ISED-specific funding results have been supplemented with Mitacs's overall results. For instance, charts in this report that show Mitacs's performance since 2008 include activities supported by other funders, as some of these years predate ISED agreements with Mitacs.

Mitacs Accelerate



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Mitacs Accelerate

Accelerate is Mitacs's flagship program, featuring high-quality work-integrated learning opportunities that serve as a platform for collaboration between academic and non-academic partners. Accelerate encourages a more skilled workforce by providing graduate 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 was first piloted at Alcatel in 2002, and the full internship program was launched in 2003. In the program's first year, 18 research internships were co-funded by the private sector. Accelerate's success can be seen in its rapid growth over time; there were more than 6,700 ISED-supported Accelerate internships in 2018–19.

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

1. Provide host companies with access to cutting-edge research and skills;

2. Provide graduate students and postdocs with applied research experience in a private-sector setting; and
3. Provide academic researchers with opportunities to integrate challenges and opportunities from industry into their research programs.

Based on these objectives, Mitacs contributed to the following goals in 2018–19:

1. Increase collaboration and knowledge transfer between academia and industry in various sectors of the Canadian economy;
2. Create job opportunities for graduate students and postdocs in various 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; and
5. Increase investments in R&D and innovation of participating companies.

This fiscal year, ISED funding for Accelerate supported:

- **6,752** Accelerate internships;
- **2,433** interns, **74%** of whom were first-time participants;
- **1,786** professor participants from nearly **30** academic disciplines at **68** Canadian universities;
- **1,395** public and private sector partners, **84%** (1,166) of which were small and medium-sized enterprises (SMEs);
- **177** Accelerate International internships, involving **98** Canadian interns and **19** International interns.

ISED's 2018–19 investment of **\$47.8 million** in Accelerate helped leverage a total program value of **\$171.3 million**, which includes cash contributions of **\$50.8 million** and in-kind contributions valued at **\$50.6 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 incubators.
- **Expanded eligibility to 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 Fellowships:** 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.

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

In 2018–19, Mitacs exceeded its target of 6,450 Accelerate internships by 4.7%

Since its inception, Accelerate has served as a highly respected national research and innovation internship program that facilitates collaboration and knowledge transfer between academia and various industry sectors. Graduate students develop valuable job-relevant skills through exposure to real workplaces and employers gain R&D support strengthened by knowledge and talents from academia. Accelerate is based on an understanding that such collaborations generate the skills, ideas, products and business practices that will help Canadian businesses compete in the global economy.

In 2018–19, Mitacs exceeded its delivery target of 6,450 internships in the Accelerate program by 4.7%. The increase in the total number of new internship placements demonstrates the strong support Accelerate enjoys across academia, private businesses, and not-for-profit organizations. Of the total 6,752 internships delivered, there were 1,809 interns, 676 host organizations, and 718 supervisors who participated in the program for the first time.

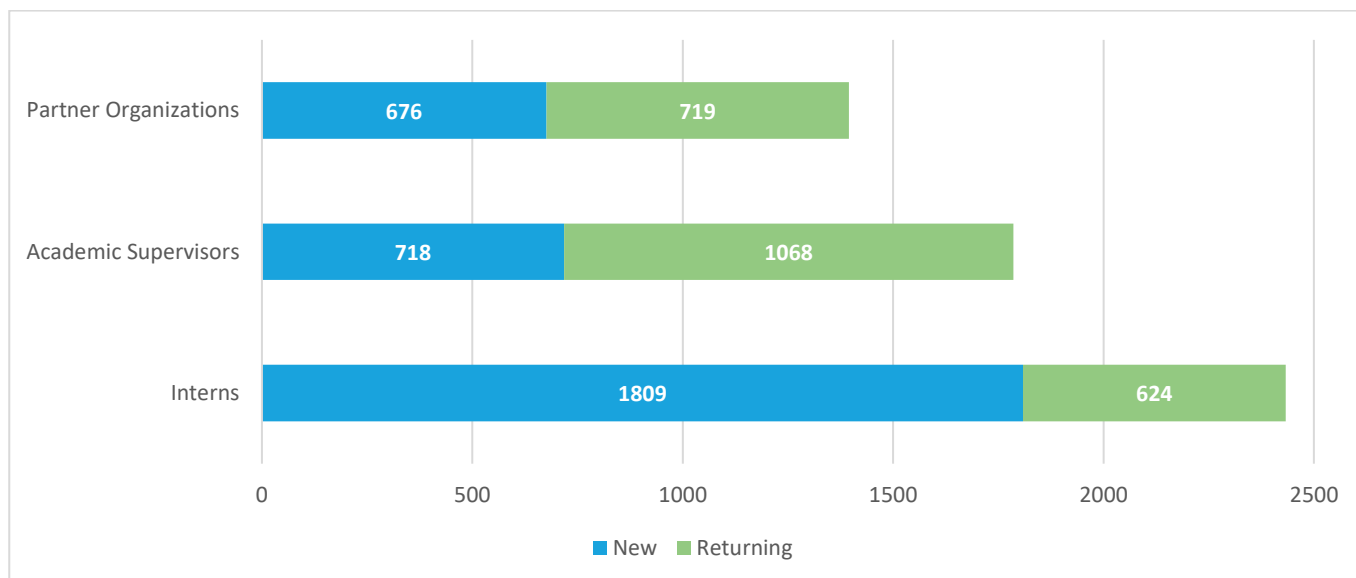


Figure 1: New vs. returning ISSED-funded Accelerate participants in 2018–19

The Accelerate program offers multiple variations to meet diverse needs among Mitacs partners. One of these variations is the Accelerate Industrial Postdoc, which enables longer-term research collaborations (up to three years) between postdoctoral fellows and companies. This year, 1,193 internship units were supported under this stream, with 210 interns involved in 196 projects being carried out over one to three years.

In order to expand the availability of Accelerate to a broader range of Canadian students, it is now being offered to students at colleges and polytechnics across Canada. Through this expansion, Accelerate will now be able to address more forms of applied research challenges in more communities across Canada and help more students expand their skills through meaningful research-related work-integrated learning experiences. To date, Mitacs has signed agreements with 27 institutions¹.

¹ See Appendix D for list of colleges and polytechnics with signed agreements

2. Creation of job opportunities for graduate students and postdocs in various disciplines

Accelerate boosts the job readiness of students by providing skills training through work-integrated learning opportunities. Accelerate internships enable graduate students and postdocs to work with companies and not-for-profit organizations to address real business challenges. These internships can also result in the creation of new jobs, as Mitacs interns are often hired by their employers into permanent positions. According to results from the Mitacs 2018 industry partner longitudinal survey, 24% of respondents stated that the Accelerate project led to an increase in the number of new employees in the organization, through the creation of new positions or hiring for existing vacancies.

Accelerate also supports job creation by helping to develop new businesses. Accelerate Entrepreneur, another variation of the Accelerate program, funds student entrepreneurs who are developing research for a new business at an incubator facility. This stream of the Accelerate program allows graduate students and postdocs to take advantage of the supports provided by the incubator to grow their company and get to market faster. This year, Mitacs supported 238 Accelerate Entrepreneur internships.

3. Improve employability of graduate students and postdocs in their field

By offering graduate students and postdoctoral fellows the opportunity to apply their academic expertise in a professional context, Accelerate equips them with the skills necessary to succeed in an increasingly competitive labour market.

*30% of host companies hired
their Accelerate intern at the
end of the program*

According to our 2018 Intern Exit Survey, 90% of respondents indicated that their career prospects improved as a result of their internship, while 88% reported an increased interest in pursuing a career in the private sector. These results complement the 2018 Longitudinal Survey from Accelerate program partners, where 30% of respondents reported hiring an Accelerate intern after working with them. The table below details the skills Accelerate interns developed as a result of the internship. On average, 80% of interns report having improved their competitive skillsets, in multiple areas, to a fairly great extent.

Competitive skillset development of Accelerate interns due to internship, according to hosts	Not at all	Very little to Little Extent	Moderate Extent	Fairly great to Very great Extent
Improved knowledge of their discipline	<1%	4%	12%	84%
Ability to conduct research to address private sector problems	2%	4%	13%	81%
Critical and creative thinking	<1%	3%	11%	86%
Expertise and/or know-how relevant to the private sector	1%	5%	13%	80%
Competence in research development and design	1%	4%	12%	82%
Communication skills	1%	4%	13%	81%
Analytical techniques and experimental methods	2%	4%	13%	81%
Technical skills	1%	4%	11%	84%
Entrepreneurial thinking and drive	4%	13%	17%	67%
Project management	2%	6%	12%	80%

Training is an essential component of all Mitacs programs. Accelerate offers interns a variety of training courses, delivered in-person and online, designed to develop the skills needed to succeed in the workplace. This year, 210 Accelerate courses were hosted and

facilitated by industry professionals. Topics included scientific and technical writing, career professionalism, resume development and translating research into policy. The table below describes the number of participants who received training in a variety of areas.

Accelerate Courses Hosted	Delivery Medium	Number of attendees
Networking Skills	In-person/Online	596
Communicating Your Research	Online	503
Foundations of Project Management I & II	In-person	864
Time Management	In-person/Online	259
Managing Project Timelines	In-person	245
Skills of Communication	In-person	287
Cross-cultural Communications	Online	222
Writing Strategic Business Reports	Online	139
Practice Your Presentation Skills	In-person	162
Writing Effective Emails	Online	307
Business Writing for Today's Professionals	In-person	147
Essentials of Productive Teams	In-person	175
Discovering the Entrepreneur Within	In-person	107
Designing a Personal and Realistic Career Plan	In-person	102
Total		4,115

Given the importance of equipping the future workforce with the skills needed for the economy of tomorrow, Mitacs is working to make its skills training opportunities more accessible by also welcoming student participants who are not part of an ongoing Mitacs internship. This practice aligns with Mitacs's strategic objective of deploying talent to meet the employment needs of a growing Canadian economy.

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

Over the last two decades, Mitacs has built domestic and international networks through Accelerate that have helped connect thousands of businesses and not-for-profit organizations to talented graduate and postdoc student researchers around the world. By actively consulting with its partners and remaining attentive to a changing labour market, Mitacs has enabled international students to access opportunities to develop the skills Canadian employers are looking for, gain employment and contribute meaningfully to R&D activities.

89% of Accelerate interns are more likely to remain in Canada at the end of their studies as a result of their internship

Accelerate International supports travel and research engagement for graduate students and postdocs, enabling international and domestic students to conduct research with a Canadian or international company. In these international partnerships, Mitacs works closely with host organizations to understand their business challenges and to connect them with researchers able to help them develop innovative solutions.

Demand for Accelerate International among partners has been high, leading to the delivery of 117 internships in 2018–19, exceeding the target set out in the Corporate Plan by almost 400%. The Accelerate International experience encourages students to stay in Canada by helping them grow their professional networks and equipping them with the tools they need to thrive in the Canadian labour market.

According to 2018–19 intern exit survey results, 89% of responding Accelerate interns report that they are more likely to remain in Canada at the conclusion of their studies as a result of the internship. Mitacs is undertaking a comprehensive internal project to track Accelerate alumni and, based on an initial sample of 700 records, 79% of previous interns (with international status at the time of their internship) held their first job in Canada, while 70% currently hold jobs in Canada.²

² Based on survey data collected as of September 6, 2018. Sample includes interns participating in Mitacs programs between 2008 and 2013.

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

In order for Canada to assert itself as an innovation leader, increased industry investment in R&D is needed. Mitacs is committed to boosting private sector investment in R&D by offering a unique co-funding model with a low cost of entry for a broad range of employers. This model allows host employers to access the program at a cost of \$7,500 for a standard internship unit, and \$6,000 for cluster units.

*676 new companies invested in
R&D and innovation through
Accelerate this year*

The flexibility of Accelerate is very attractive to small to medium-sized enterprises (SMEs). In 2018–19, 1,166 SMEs participated in the program, many of them using Accelerate as their primary R&D support service. While these projects often start small, with a single internship, SMEs appreciated how quickly and easily projects can be scaled to suit their needs. Accelerate also has a cluster model that is designed to enable larger, longer-term, multidisciplinary research projects involving multiple interns, academic institutions and industry partners. In 2018–19, Mitacs delivered 2,560 internships through cluster projects across various sectors, such as construction, health care and social assistance, agriculture, manufacturing, and scientific and technical services. Through this adaptable structure, Accelerate enables a broad range of small and large organizations to engage in R&D practices tailored to suit their business needs.

In 2018–19, industry partners augmented ISED's investment in Accelerate with an additional \$50.8 million in funding and an additional \$50.6 million through in-kind contributions. The Mitacs 2018 longitudinal industry partner survey of participating employers shows that the Accelerate program is contributing to meaningful R&D activity. Among last year's survey respondents:

- **56%** said they are launching new R&D projects as a result of completing an Accelerate internship.
- **60%** said they have increased their interactions with academic researchers.
- **41%** report making tangible investments in R&D by financing continued R&D activities beyond the Accelerate internship period.
- **74%** said that a research problem has either been solved (31%) or anticipate it will be solved (43%) as a result of investments made in R&D through their participation in Accelerate.
- **73%** said the knowledge generated from R&D activities during their internships is being used to a great extent.

Spotlight Stories: Accelerate

Mitacs supports USask team developing unique harness to help save injured horses

University of Saskatchewan (USask) researchers are working with RMD Engineering Inc. of Saskatoon to create a unique harness designed to help in the recovery and rehabilitation of horses from limb injuries. Such injuries are often fatal because currently available equipment is inadequate for proper treatment. Biomedical engineering master's student Samantha Steinke joined the research project through Mitacs in 2016 as an undergraduate student after her horse had to be euthanized following a tendon injury that would have left him debilitated.

When a horse injures a limb, it redistributes its considerable weight—400 kilograms to more than 550 kilograms—to its uninjured legs, often leading to a highly painful foot injury. Euthanasia is often necessary if laminitis causes the horse to shift weight back to the originally injured leg, which can prevent healing. RMD is testing and fine-tuning the company's Equine Assisted Rehabilitation Lift, which uses a computer-guided weight compensation system to slowly "load" the limbs of a horse during the rehabilitation and support them if they stumble. Steinke's work is focused on the load-bearing structures on a horse, and on building the harness so as to distribute the weight over solid bone structures, not muscle or organs.



"I'm very fortunate Mitacs is supporting me because otherwise I wouldn't be able to continue on this project, which is a huge passion for me."

— Samantha Steinke, Accelerate Intern

Manitoba collaboration results in innovation that stabilizes rural roads

Unpaved roads present many serious risks: heavy trucks are at greater risk of rollover and nearby lakes and streams can suffer nutrient depletion, killing the natural wildlife. With support from Mitacs, Winnipeg-based Cypher Environmental is working 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 environmental clean-up every year—while making roads safer and protecting nearby ecosystems.

Cypher's EarthZyme system takes advantage of environments with a high natural clay content to "glue" together loose gravel so it behaves more like a cement road, a technology with the promise of revolutionizing the field of road stabilization. Brandon University graduate student and Mitacs intern Riley Cram tested a new method of utilizing EarthZyme polymers, allowing Cypher to precisely determine the strength of the roads that had received their treatment.



"It gives us a certain scientific backing so that we now have hard data as well as a finished product that our customers can see for themselves."

— Teaghan Wellman, Director of Research and Development, Cypher Environmental

Wearable tech takes the heat off wildfire-fighting pilots

Wildfires are an expensive, dangerous and disruptive danger affecting many regions across Canada every year. For firefighters in the air, wildfires create unpredictable flying conditions that can test their skill and put them at greater risk of accidents. A team of Mitacs researchers is developing customized wearable technologies that will monitor a pilot's physical and cognitive conditions. These new tools to monitor pilots' stress and fatigue will help flight operations determine when it's safe to fly.

Conair Aviation, based in Abbotsford BC, is developing the technology in partnership with UBC Okanagan, Camosun College and a multidisciplinary team of Mitacs interns. A device collects info such as the pilot's heart rate, flying time, and fatigue; meanwhile, other onboard instruments monitor flight duration, altitude, and airframe stress. Together, the system can inform the pilot if they're still in physical condition to fly—before it's too late to turn back.



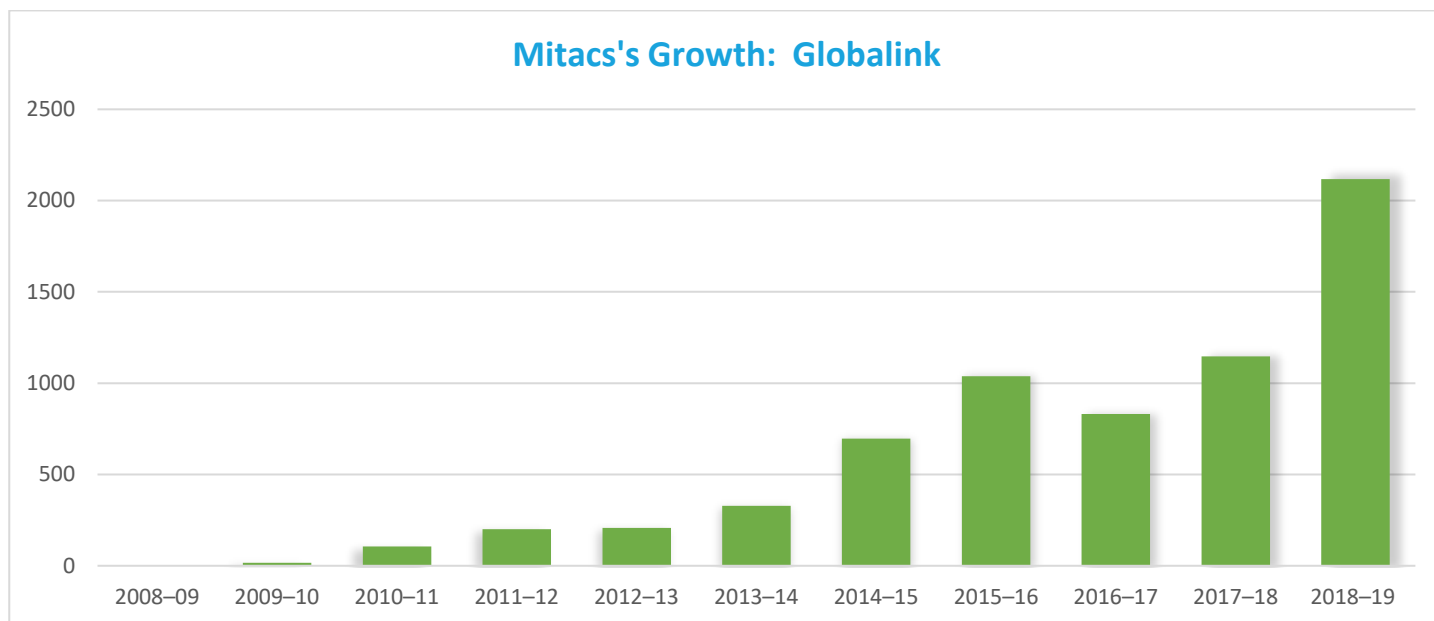
"Working with Conair has been a great opportunity to apply my research to a real-world problem in the field. It feels great knowing I am making a difference in the safety of firefighting pilots."

— Marie O'Brien, Accelerate Intern

Mitacs Globalink



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Mitacs Globalink

Mitacs Globalink builds strong linkages between Canada and partners around the world and helps to brand Canada as a destination of choice for academic research and graduate education by enabling international and domestic undergraduate and graduate students to take part in two-way travel-abroad research experiences. Globalink was launched in 2009 with 17 interns traveling from India to British Columbia for three-month summer research internships. Since then, this global mobility initiative has grown substantially, creating more than 2,000 internships in 2018–19 across three Globalink programs.

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 strategy has enabled the development of a network of 26 international partner organizations in 17 countries. (The full list of partner countries and organizations can be found in Appendix E). Through this network, Mitacs has been able to accelerate the growth of its international opportunities, leading to more than 4,000 approved internship units since 2014.

The success of Globalink depends on collaboration with these international partners, and the growth of this global network demonstrates Mitacs's strong reputation as an organization able to deliver meaningful international research experiences. These partnerships provide a foundation for attracting yet more students, researchers, academic institutions and industry partners looking to expand their research and innovation networks into Canada.

Mitacs Globalink objectives for 2018–19 were to:

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

Based on these objectives, Mitacs contributed to the following anticipated outcomes for 2018–19:

1. Increase the number of foreign students undertaking research projects in Canada and applying to pursue graduate or postdoctoral studies in Canada; and
2. Increase the number of Canadian students participating in research and educational opportunities abroad.

ISED funding for Globalink in 2018–19 supported:

- **1,241** senior undergraduates from across the world coming to Canada to undertake research projects through the Globalink Research Internship, as well as **54** international graduate students through the Globalink Research Award;
- **152³** international Globalink Research Internship alumni who returned to Canada for graduate studies through Globalink Graduate Fellowships; and
- **663** Canadian students travelling to priority countries to participate in research and educational opportunities abroad through the Globalink Research Award.

For Globalink in 2018–19, the ISED investment of **\$14.6 million** was leveraged into a **\$24.7 million** program with additional funds from provincial, postsecondary and international partners.

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

Mitacs Globalink helps Canada integrate into a global innovation network driven by the world's top research talent. Globalink inbound programs provide international students with high-quality research experiences in Canada alongside professors able to facilitate their Canadian research experience, and non-academic partners who provide hands-on training in their field of study. By offering students the opportunity to experience high-quality research in Canada, Globalink helps to encourage more top international talent to pursue careers in Canada, contributing to the growth of highly qualified personnel across sectors.

Mitacs offers three variations of Globalink:

- **Globalink Research Internship (GRI)**, which delivers 12-week research internships to top international undergraduate talent at Canadian universities;
- **Globalink Graduate Fellowship (GGF)**, which provides financial support to Globalink Research Internship alumni who wish to return to Canada to pursue graduate studies; and
- **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.

³ 152 GGF internships were delivered; however, 146 GGF units are reported by Finance due to 6 prior year cancellations.

Globalink Research Internships (GRI)

The inbound Globalink Research Internships enable top international undergraduate students to participate in a research-based internship in Canada. GRI interns gain the opportunity to collaborate on research projects under the direction of Canadian professors for 12 weeks each summer. This year, 54 Canadian universities accessed top international talent.

Through GRI, undergraduate students are able to experience a diverse range of scholarly programs, research projects and academic institutions in Canada. International students who participate in GRI work with domestic researchers on projects that tackle complex problems in a wide range of disciplines. Through these experiences, they are better able to make an informed decision about returning to Canada for a graduate degree. In 2018–19, four in five respondents said they are considering Canada in their plans for the future following their participation in the GRI, as illustrated in the graph below:

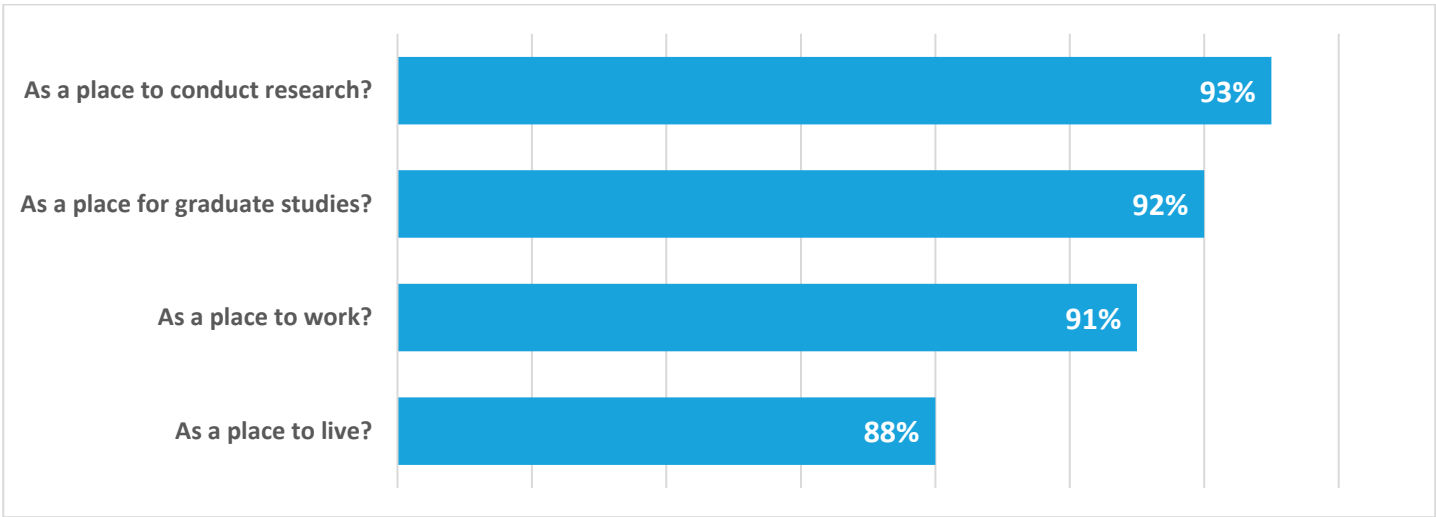


Figure 2: Increased interest in Canada following Mitacs GRI⁴

⁴ Base: all respondents. Those who preferred not to answer were excluded from the calculation base (N=708).

Globalink Graduate Fellowships (GGF)

The Globalink Graduate Fellowship enables exceptional international talent from the GRI program to return to Canada for graduate studies at one of Mitacs’s partner universities. In 2018–19, Mitacs awarded 152⁵ fellowships to returning students. The following table captures the breakdown of ISED-funded GGF participants by home country.

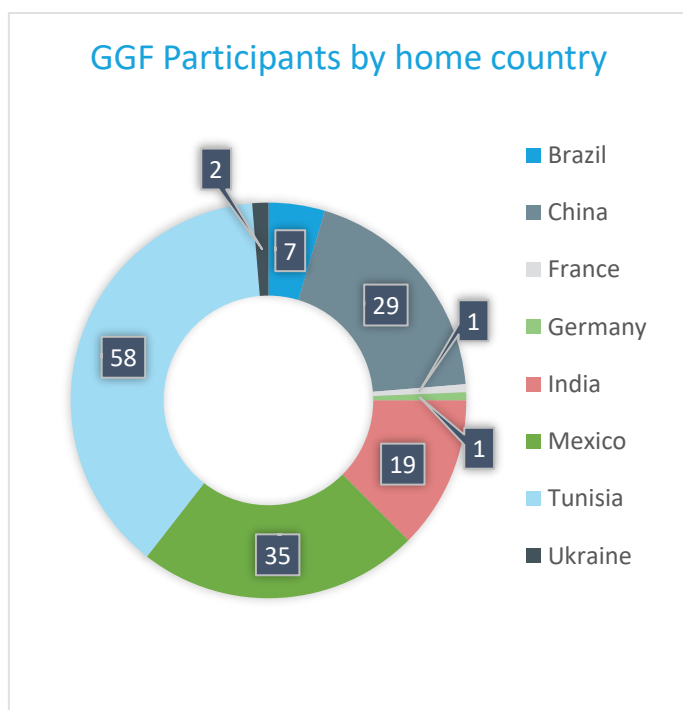


Figure 3: GGF participants by home country

Globalink Research Award (GRA)

The GRA provides both inbound and outbound opportunities for international and Canadian students. The GRA inbound initiative enables graduate students from around the world to experience a 12- to 24-week research project in Canada. GRA increases the mobility of talented researchers between Canada and Mitacs’s partner countries while showcasing Canada as a top destination for international talent. This year, GRA inbound was delivered to 54 graduate students, out of 84 who applied. These placements are made possible through support from international partners, who make significant contributions to the funding of the program.

⁵ 152 GGF internships were delivered; however, only 146 GGF units are reported by Finance due to 6 prior year cancellations.

SPOTLIGHT ON INTERNATIONAL AGREEMENTS

Expanding Globalink to the United Kingdom:

Mitacs was pleased to announce a new partnership with Universities UK International (UUKi) to expand research opportunities for students from the UK. Through the partnership, Mitacs and UUKi will offer UK undergraduates the opportunity to access summer research internships in Canada as early as May 2020, with the UK Department of Education committing to fund an additional 10 placements for high achieving students from under-represented groups. Mitacs was also pleased to have been successfully selected as one of five Canadian organizations designated to collaborate with UK Research & Innovation as part of a new funding mechanism under the UK Government's Fund for International Collaboration (FIC).

I'm delighted to announce new DfE funding that will support UK undergraduate students from disadvantaged and under-represented backgrounds to undertake research at Canadian universities through the Mitacs Globalink scheme. By enabling access to these international opportunities, we can develop our own 'global citizens' and ensure students of all backgrounds can succeed in an increasingly global marketplace."

—Chris Skidmore, Minister of State for Universities, Science Research and Innovation, UK

Canada-Brazil Research Networks:

Mitacs and the Brazilian Federal Agency for Support and Evaluation of Graduate Education (CAPES) signed a five-year agreement to provide research internship opportunities for graduate students in Canada and Brazil through the CAPES PrInt program, and Mitacs's own graduate research mobility program.

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

Mitacs has seen significant increases in the number of Canadian students undertaking research opportunities abroad through the GRA program. As part of a new mechanism to support the strategic international objectives of our university partners, Mitacs has signed 13 co-funded agreements with universities across Canada to provide additional support towards enabling international research collaborations. Despite being a relatively new approach towards promoting international mobility amongst university partners, there has been significant uptake to date, and there is outstanding demand that Mitacs is currently unable to meet.

The demand for these agreements from Canadian universities is evidence of the fact that Mitacs programming is an effective mechanism for addressing the international research and engagement strategies of the institutions. With our international network and our proven track record of successful research collaborations, Mitacs is the ideal partner to support the Government of Canada's goal to increase the outbound mobility of Canadian students. Mitacs offers opportunities with 26 international partners in 17 countries.

In 2018–19, 74% (406) of all Canadian professors supervising projects and 96% (653) of all international professors supervising projects participated in GRA for the first time. Both Canadian students and international partners showed strong interest in GRA in 2018–19, resulting in 663 (outbound) internships. Demand for these opportunities continues to increase in parallel with increases in the total number of Globalink research awards supported by Mitacs each year. Figure 4, below, plots the growing demand and delivery of GRA outbound opportunities over the past five years.

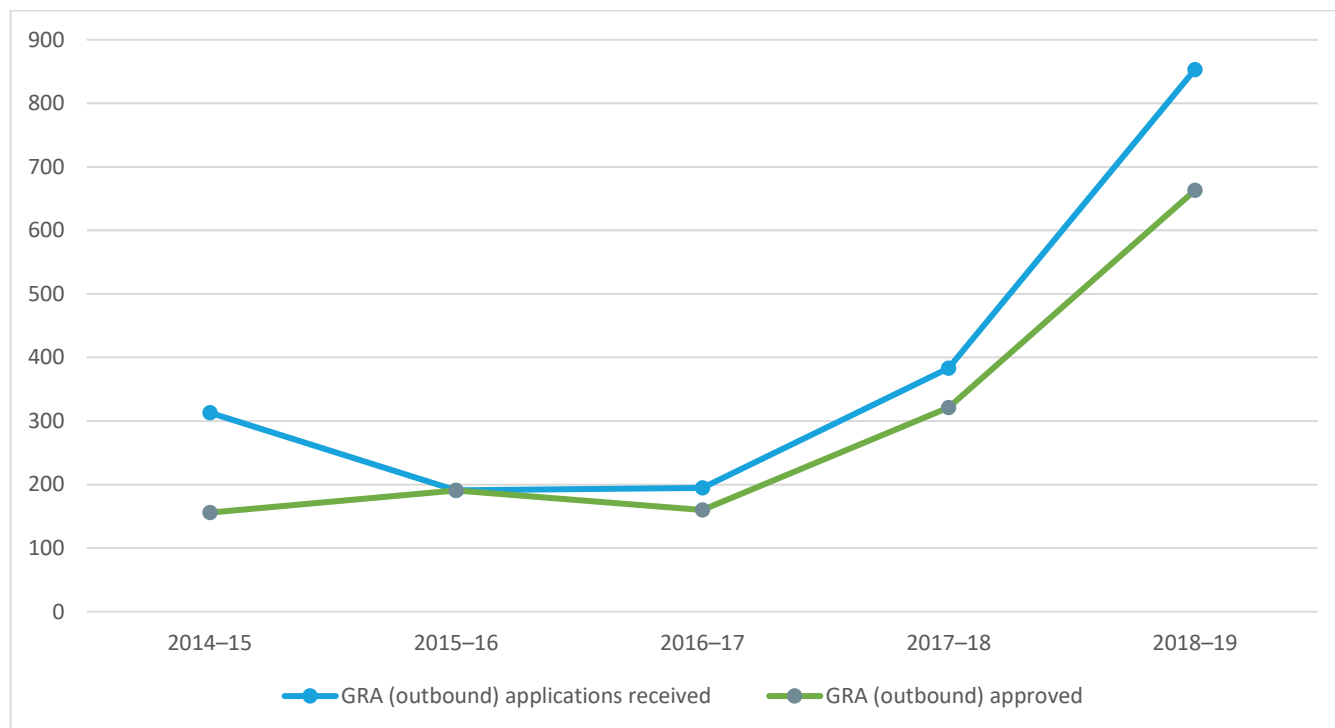


Figure 4: Growth in demand and delivery of GRA (outbound) over past five years

Spotlight Stories: Globalink

Gaming autism—developing an app for that

Ourda Fenek, a senior undergraduate from **France**, will spend her summer at the Université de Montréal, developing a better understanding of autism and designing an intervention app for those with autism. Autism refers to a broad range of conditions characterized by challenges with social skills, repetitive behaviours, speech and nonverbal communication, affecting roughly 1 in 66 Canadians. The research project aims to better understand how autistic individuals interact by using a game. By using AI and sophisticated response modeling, the team can identify response strategies that differ between those with and without autism. Fenek will investigate the development of these differences in children and adolescents with autism and relate these findings to intervention methods.



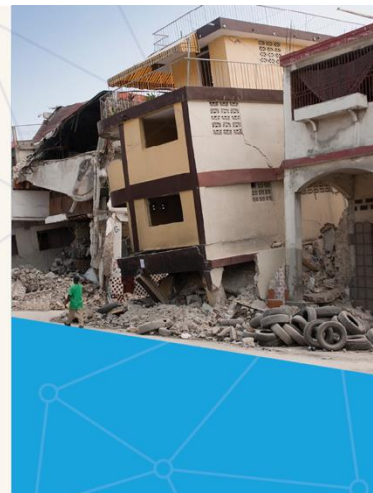
Solution for clean water in rural, remote and Northern communities—the Muskrat Hut

Access to clean and safe water presents a tremendous challenge for people in northern Canada. Whether an off-grid camp, land-based education site, cultural event, or an entire community, the logistics of providing clean water and hygienic facilities can be insurmountable. Mario Neto, a senior undergraduate from **Brazil**, will spend his summer hosted by the University of Saskatchewan working on the Muskrat Hut, a sustainable, off-grid housing hub. The Muskrat Hut provides a sustainable, locally sourced, four-season prototype unit with a composting toilet, shower/sauna, and kitchen powered by wind and sun. Not only does the Muskrat hut provide a solution to clean water for rural communities, it offers infrastructure for an environmentally sustainable village and a replicable model that has potential to contribute to remote and Indigenous economies.



What's shaking at McMaster University this summer? Seismic research

In 2004, earthquakes caused nearly 300,000 deaths around the world. A recent Insurance Bureau of Canada report estimated costs after a 9.0 magnitude earthquake in British Columbia would be nearly \$75 billion. Senior undergraduate student Soundarya Govindaraj, from **India**, is in Hamilton, Ontario this summer investigating new structural systems for resisting earthquakes. He will design, build, and test the behaviour of seismic-force resisting systems. After understanding current computer modelling for earthquake resisting systems, he will work with McMaster graduate students to model two alternative systems and assess their strengths and weaknesses. Through this project, Soundarya will develop an understanding of some structural systems currently being developed and contribute to the research and development of future systems.



Developing safer vaccines—it's in the Zika genes

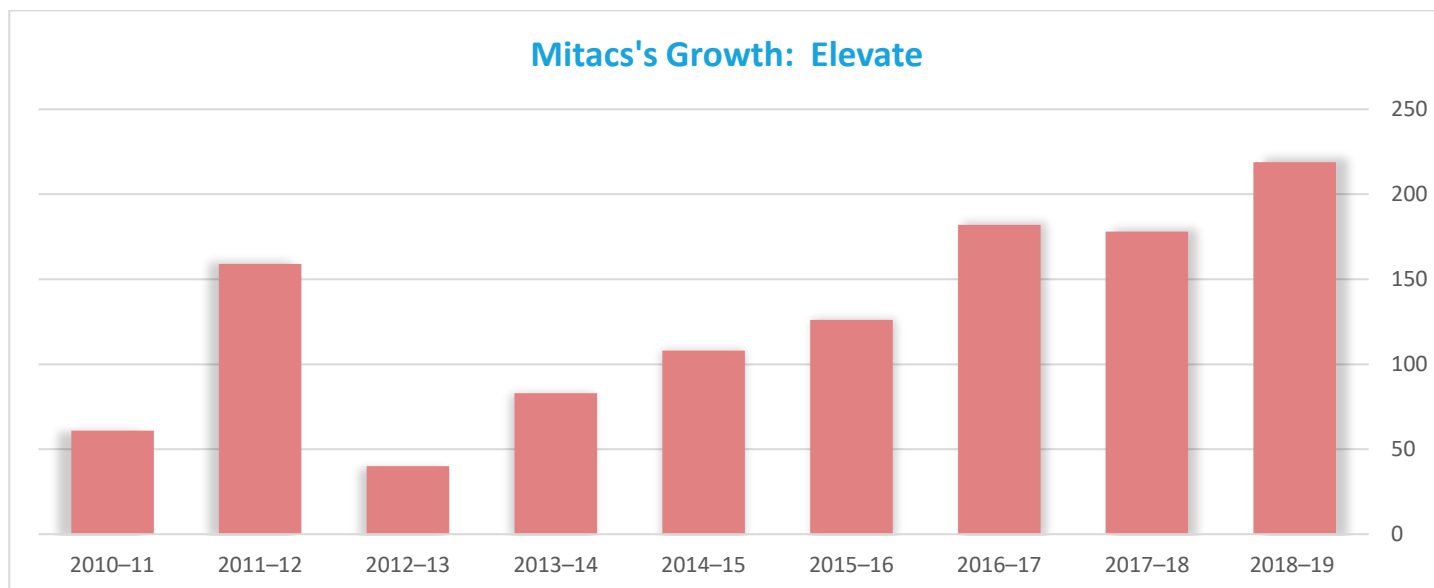
Yuandong Xing, a senior undergraduate student from **China**, will be studying how to reduce infections by manipulating RNA viral genomes. It has been shown that host immunity more efficiently targets recoded strains than wild-type viruses. Recoding, therefore, holds the potential for safer live vaccines. So far, one vaccine candidate has been characterized in adult mice, showing promising results. However, safety margins of the recoding technology in general, and particularly in groups with an immature immune system, are not defined. At the University of Saskatchewan, Yuandong will study the Zika virus as a model. The technology employed may be adapted to many viruses and generate basic knowledge that may profoundly influence theories and application of the vaccine technology in humans.



Mitacs Elevate



Mitacs
20 YEARS • ANS



Note: Trends between 2010–2012 largely reflect the outcome of changes in donor funding within the initial years of the program

Mitacs Elevate

Mitacs Elevate builds value for organizations in Canada by training top-ranked postdoctoral fellows to address complex business challenges. Elevate is a 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 interns to address complex business challenges and to acquire the skills needed to succeed in the labour market beyond their fellowship.

The Elevate program was launched in 2010 in Ontario with a \$9.95 million investment by the Government of Canada. Elevate has experienced steady growth over the past decade. This year, Mitacs fulfilled the anticipated outcomes of the Elevate program through the delivery of **219** fellowships.

The Elevate objective for 2018–19 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 identify and engage with postdocs and benefit from the wealth of ideas and solutions these highly qualified personnel bring; and
4. Connect researchers from academia to industry to develop innovative solutions to Canada's industrial and societal challenges.

This fiscal year, ISED funding for Elevate supported:

- **219⁶** Elevate fellowships;
- **218⁷** fellows from across Canada;
- **189** partner organizations from various sectors; and
- **209** academic supervisors from **36** Canadian universities.

In 2018–19, ISED’s investment of **\$7.3 million** in the Elevate program was leveraged into a **\$22.2 million** program through contributions from provinces and industry.

1. Improve employability of postdocs in their field

Mitacs is committed to providing skills training for highly qualified personnel and building R&D capacity to support innovation in Canada. As the only postdoc fellowship in Canada with a tailored R&D management training plan, 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 2018–19, 21 courses were delivered, attended by 176 fellows who benefitted from sessions on presentation and communication skills as well as leadership in innovation. Figure 5 captures the top three skills that hosts consider fellows gained as a result of their participation in the different training initiatives of the program.

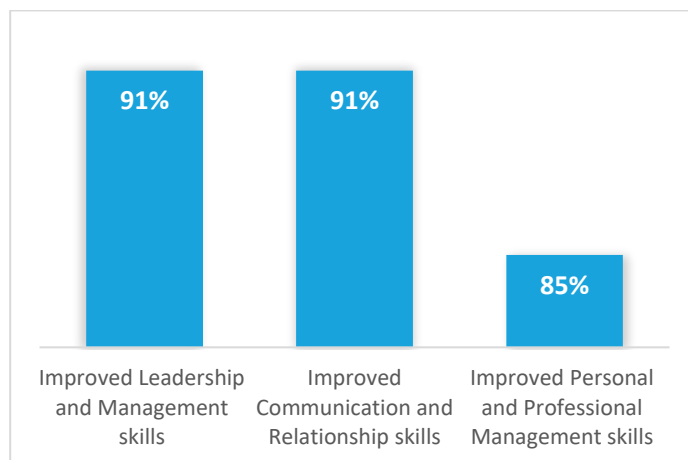


Figure 5: Competitive skillsets developed by Elevate fellows as reported by Hosts

In their second year, fellows undertake a Partner Organization Business Case (POBC) project, which involves identifying how to best apply their skills to achieve impact in a business setting. The POBC encourages fellows to work closely with their host employer to help them articulate the value of the project and identify how their knowledge and skills can contribute to its success. At the end of the second year of the program, fellows present their completed case projects, providing them with an opportunity to demonstrate the value and impact each brought to their host employer during their two-year Elevate experience. In 2018–19, 17 sessions of the Leadership in Innovation Retreat were hosted for Elevate fellows, and 85% of exit survey respondents said their employment prospects improved as a result of participating. Figure 6, below, illustrates the two-year Elevate training program.

⁶ 219 fellowships include 5 partially-completed fellowships. The total ISED funding is equivalent to 216 full fellowships.

⁷ 1 post doc was approved for Year 1 & 2, so there are 219 fellowships but 218 post docs

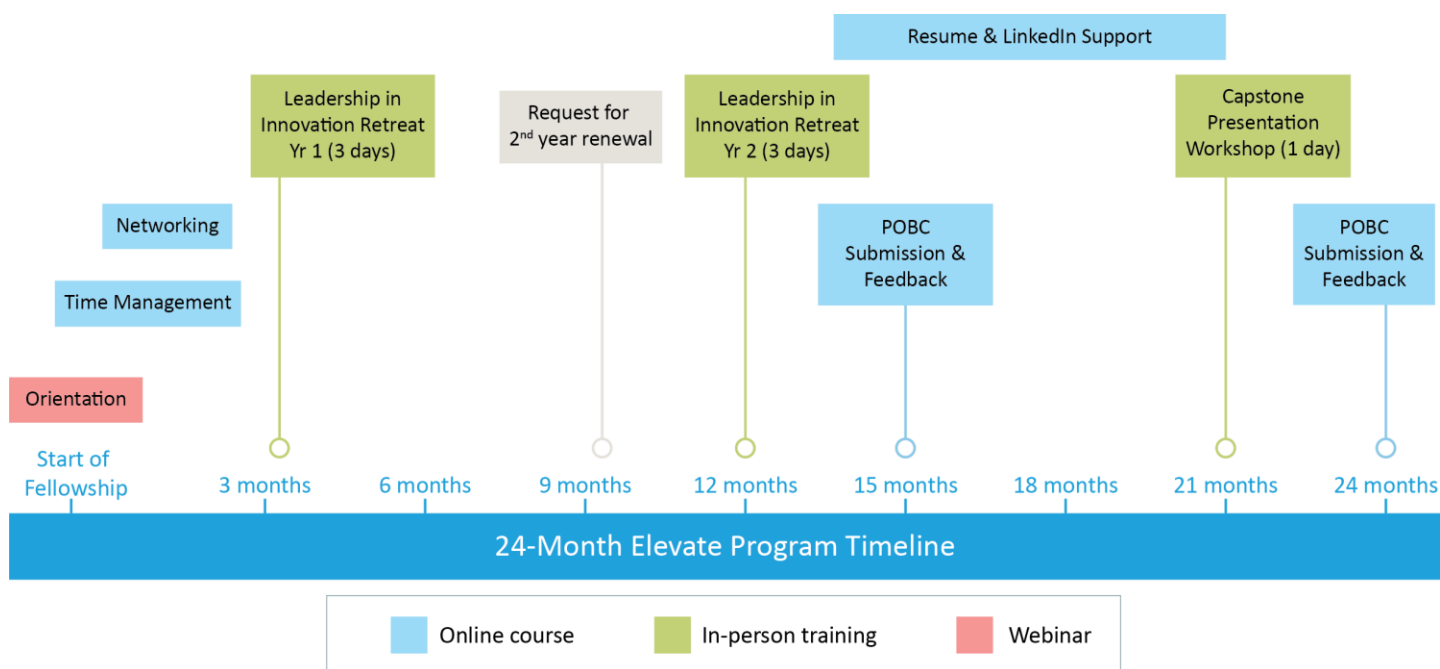


Figure 6: Elevate training timeline

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

The Elevate program includes several elements that encourage fellows to remain in Canada to study and work. For instance, the professional networks fellows establish across academia and industry during a 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.

Furthermore, faculty supervisors play a key role in encouraging fellows to remain in Canada, through their capacity as mentors and their ability to offer guidance on Canadian career paths. According to the 2018–19 Elevate exit surveys, 78% of all fellows indicated an increased likelihood of remaining in Canada after their fellowship (43% of Elevate fellows were international postdocs in 2018–19). More specifically, when asked where they plan to live once they complete their fellowship, 87% of Elevate fellows indicated that they plan to stay in Canada – either in their current province of residence or another province.

87% of Elevate fellows plan to stay in Canada after completing their fellowship

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

Over the last two decades, Mitacs has helped companies address their innovation challenges by creating opportunities for businesses to collaborate with a broad spectrum of highly trained research talent. Partner employers are increasingly looking for opportunities to engage with postdocs and Elevate is identified by former industry partners as an avenue to facilitate these desirable connections.

Of respondents to the 2018 Longitudinal Survey of Elevate Program Partners, 94% report that they would recommend the Elevate program to other organizations as a means of accessing top research talent and postdoc expertise to aid in business success. In 2018–19, 189 companies in 18 sectors across Canada engaged Elevate fellows in collaborative research projects supported by academic faculty from various disciplines. As a result of the linkages made, 73% of industry partners stated the fellowship met their corporate needs, as they were able to benefit from knowledge and skills that the highly qualified Elevate fellows bring.

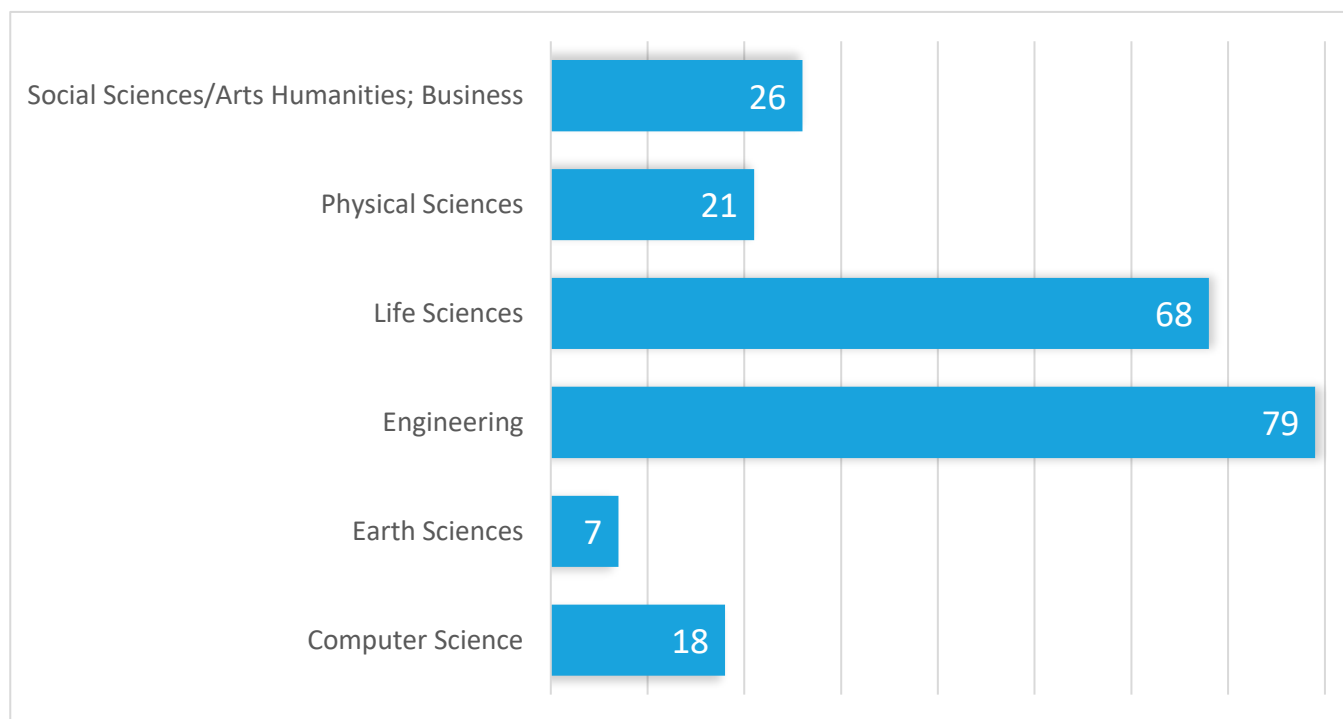


Figure 7: 2018–19 Elevate fellowships by discipline

Elevate Fellowships by Sector	
Administrative and support, waste management and remediation services	2
Agriculture, forestry, fishing and hunting	16
Arts, entertainment and recreation	4
Construction	2
Educational services	4
Finance and insurance	2
Health care and social assistance	11
Information and cultural industries	2
Management of companies and enterprises	1
Manufacturing	45
Manufacturing; Agriculture, forestry, fishing and hunting	1
Mining, quarrying, and oil and gas extraction	8
Other services (except public administration)	11
Professional, scientific and technical services	101
Public administration	2
Retail trade	1
Transportation and warehousing	2
Utilities	2
Wholesale trade	2
TOTAL	219⁸

⁸ 219 fellowships include 5 partially-completed fellowships. The total ISED funding is equivalent to 216 full fellowships.

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

The design of Elevate is based on an understanding that collaboration between academia and industry is necessary to enable the exchange of knowledge across sectors and disciplines. The skills and knowledge made available through these partnerships support a dynamic innovation ecosystem. Academic supervisors play an important role in supporting these collaborations by providing fellows and employers with insight into current academic knowledge and practice.

In 2018–19, 209 academic supervisors participated in the program, with 53 participating for the first time. Four out of five industry partners who responded to the 2018 longitudinal survey said they increased their interactions with academia as a result of Elevate fellowships. Of the respondents, 48% also said they value collaborations with university researchers more than they did before the Elevate fellowship.

Our 2018 longitudinal survey shows the exceptional impact these industry-academic collaborations have on moving companies from research to development with 72% of respondents stating the research project had been commercialized (7%), was being commercialized (26%), or was anticipated to be commercialized (39%). Furthermore, as a result of the fellowship, 25% of industry partners report that they increased their domestic sales, with 21% having increased their international sales. These outcomes highlight the impact and potential of Elevate to contribute positively to a growing Canadian economy and innovation ecosystem.

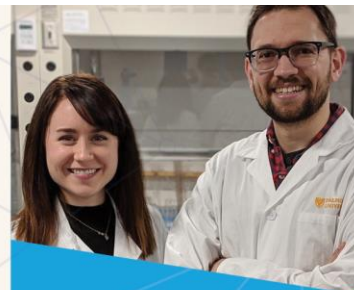
Spotlight Stories: Elevate

Natural beauty start-up goes more than skin deep

Bend Beauty, a small company in Halifax, is seeking an authentic – and scientific – approach to beauty, by way of an oral supplement that supports healthy aging of the skin. Their core research explores the way natural ingredients create measurable and beneficial effects. Bend's anti-aging claims are supported by an eight-week clinical trial showing that the treatment improves the skin's resistance to UV-induced sunburn by 84%. Still, the mechanisms behind how it works are not fully known.

Dr. Steven Hall, a postdoctoral researcher in pharmacology at Dalhousie University, is working with Bend through an Elevate fellowship to determine how the formula does what it does, at the cellular level. Hall's work involves replicating the results of the clinical trial at the microscopic level, where treated cells are exposed to UV-A and -B light. With no treatment, over 90 percent of cells died, but with treatment, only three to four percent did. The next step is to investigate the effects of different natural ingredients.

Hall's fellowship has also allowed the small company to access sophisticated lab equipment at Dalhousie, which possesses such crucial tools as facilities specialized to prevent infections in the cells and powerful microscopes.



"With Steven's expertise and connections, we are able to complete biological analyses internally, opening up a new area of research for us."

—Anna-Jean Reid, Product Development Manager, Bend Beauty

Revolutionizing technology for gene transmissions

Mediphage Bioceuticals is developing a new technology for DNA transmission to treat genetic illnesses, providing an effective and safe alternative to traditional, viral-based gene therapy and improving success rates in genetic disease treatments.

In viral-based therapy, a virus serves as the conduit through which genes access cells in the human body, which can result in cancers or immunizations that can hinder healing. Mediphage seeks to avoid these risks through its DNA Ministrings approach, which involves using double-stranded DNA transmitters to deliver personalized genetic sequences to targeted cells.

Mediphage, a privately-owned company operating at JLABS in Toronto, is developing DNA transmission technology to serve multiple channels in the near future, including DNA vaccines and gene editing, as well as treatments for illnesses such as Stargardt disease, an inherited ocular illness that can often go untreated due to limited therapy options.

The Elevate program supports this work by offering lead scientists training in essential administrative skills such as project management and leadership, and a network of resources that transform in-lab ideas and tests into applicable, manufacturable technology.



"We are taking genetic medicine from an idea that is possible to something that is therapeutically achievable."

—Shawn Wettig, Associate Professor, School of Pharmacy, University of Waterloo, Elevate academic supervisor

The Year Ahead

As a key national partner for the Government of Canada's Innovation and Skills Plan, Mitacs looks forward to building on its 20-year history of program delivery to facilitate research collaborations between academia and industry in order to meet the needs of Canadian companies in every province across the country, while supporting the professional development of Canadian PSE students and deploying them into all sectors of the economy to drive innovation and growth.

Going forward, Mitacs is perfectly positioned to play a larger role in support of Canada's innovation strategy, leveraging our growing network of strategic partnerships (domestic and international), our commitment to high-quality research and innovation, our custom approach to connecting academic talent in all disciplines with industry projects in all sectors; and, most importantly, the strong results we continue to deliver for our partners. Working collaboratively with businesses, not-for-profit organizations, universities, colleges, polytechnics, and others, we will continue to drive innovation and entrepreneurship in Canada through existing programs and new initiatives that allow us to respond to emerging trends and other priorities.

Expansion in international partnerships and engagement

Mitacs's international programming is a proven and effective mechanism for supporting international research collaboration, attracting talent to Canada to fill skills gaps, and increasing the outbound mobility of Canadian PSE students. We are seeing dramatic growth in demand for Mitacs's international opportunities from both Canadian universities and our international partners. This growth is particularly high through the new co-funded mechanism for GRA where Canadian universities commit funding to support outbound mobility. Demand from Canadian universities has already outstripped the supply of units available and continues to grow. Given the Government of Canada's budgetary commitment to supporting outbound student mobility, this mechanism can be further leveraged to help achieve

the Government of Canada's goal to increase the number of Canadian students with international experience.

Currently, Mitacs maintains student mobility collaborations with Australia, Brazil, China, the European Commission, France, Germany, India, Israel, Japan, Korea, Mexico, Norway, Tunisia and Ukraine. With bilateral support from both Canadian and international partners, Mitacs's aspirational goal is to double its initiatives with international partners by 2020. In the year ahead, the organization will work to expand the scope of existing agreements with Brazil, the European Commission, France, Germany, India, Israel and Japan. In addition, we will pursue new collaboration agreements with the United Kingdom, the US, Singapore and Colombia, while continuing to explore potential collaborations with other countries.

Expansion of eligibility to Mitacs Accelerate

Over the coming year, Mitacs will be working with its partners in certain jurisdictions to explore opening eligibility to Mitacs Accelerate for university undergraduate students. Currently, federal funding for Mitacs's flagship Accelerate program is targeted toward graduate students and postdoctoral fellows at Canadian universities, as well as a limited number of college and polytechnic students. By engaging undergraduate students in research-focused internships with industry, businesses can tap into the unique skillsets that undergraduate students may bring to projects. Mitacs can equip more students with both work-ready and research skills that help them transition to either a career in the private sector or graduate-level research. Including undergraduates in Mitacs programming can also help address the Government of Canada's goal of providing high-quality work-integrated learning opportunities to every PSE student.

New program: Mitacs Entrepreneur International

In 2019–20, thanks to the generous support of the federal government, the new **Mitacs Entrepreneur International (MEI)** program will be launched, enabling Canadian entrepreneurs to access global markets with the support of international partner institutions. MEI will provide up to \$5,000 for international travel for an employee of a start-up company connected to a Canadian incubator or accelerator. Each entrepreneur will connect with a host incubator in the destination country, allowing Canadian start-ups to more effectively connect with international innovation ecosystems, acquire direct market intelligence, and establish the vital relationships with international investors, clients, and commercialization partners needed to grow internationally.

By helping more Canadian entrepreneurs access global markets, MEI seeks to strengthen the ability of start-ups to scale up and achieve success beyond Canada. With many of our international partners already expressing interest in the program, Mitacs is well positioned to help establish meaningful connections for Canadian entrepreneurs. There are also efforts being made to secure international funding to allow for two-way mobility of MEI, which would enable budding entrepreneurs to come to Canada to learn and contribute to the innovation ecosystem and national economy.

Supporting an inclusive economy

Mitacs is committed to strengthening diversity across our organization and through the programs we offer. With a focus on four under-represented groups (women, visible minorities, persons with disabilities, and Indigenous peoples), we are developing a multi-pronged approach to improving equity, diversity and inclusion: reinforcing an internal culture that supports best practices on inclusion; ensuring access and opportunity in our programs by tracking participation rates; assessing and mitigating barriers faced by different groups; and working collaboratively to achieve these goals in partnership with new and existing partners. As leaders in

research and innovation, we believe that diversity of thought, ideas, cultures, geographies and perspectives is essential to a vibrant and inclusive Canada.

Indigenous engagement

While all Mitacs programming is currently open to Indigenous students, academics and host employers, Mitacs is developing a new Indigenous engagement strategy aimed at building more meaningful, reciprocal relationships with Indigenous stakeholders and removing barriers to participation in Mitacs programming.

The strategy seeks to help Mitacs engage with Indigenous peoples and Indigenous communities in a respectful and meaningful way, recognizing the complexities of the relationship between Indigenous and non-Indigenous peoples. Mitacs has undertaken a number of steps to implement the strategy including adding Indigenous representation on both our Board and the Mitacs Research Committee, reviewing our hiring and promotion practices to ensure we are inclusive in our approach, and engaging Indigenous students, academics, businesses and communities in Mitacs programming to ensure that Indigenous stakeholders have access to the opportunities Mitacs provides. Mitacs has also entered into an MOU with Indigenous Works to strengthen the way we engage with Indigenous businesses and economic development corporations to build research collaborations that will advance Indigenous innovation and ensure that Indigenous students have access to training and work opportunities.

Mitacs Training

Mitacs Training helps researchers and students develop professional skills and knowledge that will help them succeed in an industry setting. Mitacs Training conducts course curriculum design and manages a national facilitator pool and coordinates training delivery across the country. Offering in-person and online courses, Mitacs provides skills and knowledge that directly apply to post-secondary students and postdoctoral fellows, enabling them to reach the program objectives more

quickly. Mitacs Training is currently conducting a curriculum review to ensure that our offerings are at the forefront of industry and academic needs. Building on the Mitacs partnership approach, Mitacs Training is developing a suite of agreements to provide training courses to partner organizations including the National Research Council, EQWIP and the Canadian Intellectual Property Office.

Looking back and looking ahead to the next 20 years

In its 20-year history, Mitacs has grown into a leader in collaborative research and innovation. Working with over 6,000 industry partners, 70 universities, 27 colleges, and having delivered over 20,000 internships, Mitacs is a key driver of innovation and talent development in Canada.

As we move into our next 20 years, we look to the future and the contributions that Mitacs can make to creating an innovative and resilient economy. Through our ongoing relationships with partners across academic disciplines, industry sectors and continents, we are able to identify gaps in the innovation ecosystem and develop initiatives to help fill those gaps. We work closely with

industry to help them turn their challenges into research collaborations to tap into the expertise and facilities of Canada's high-quality postsecondary education institutions.

As trusted advisors to industry, we help companies and not-for-profit organizations find solutions to grow their businesses. We are active in every province in Canada, and support projects in communities large and small, urban and rural. We provide highly skilled and highly trained students with work-integrated learning experiences and professional skills development to equip them for jobs in all areas of the economy once they complete their studies. We are supporting entrepreneurs to establish and then grow their companies.

A key partner for the Government of Canada, Mitacs is a unique player in the innovation ecosystem. With our reach and relationships with academia, industry, government partners, and international partners, Mitacs looks forward to another 20 years of fostering the skills, knowledge and relationships needed to drive innovation, growth and prosperity for all Canadians.

Appendix A: Financial Summaries for Accelerate, Globalink and Elevate

Accelerate Expenditures Summary					
Expenditures	Total 2018-19 Forecast (Note 2)	Total 2018-19 Expenditures	ISED 2018-19 Forecast	ISED 2019-19 Expenditures	
# of Internships	6450	6752	6450	6752	%
Direct Research Awards					
Accelerate awards	\$ 92,450,000	\$ 104,087,078	\$ 39,196,300	\$ 41,728,783	
Research support (industry in-kind) (note1)	\$ 44,505,000	\$ 50,816,600	\$ -	\$ -	
Student mobility	\$ 500,000	\$ 125,560	\$ 500,000	\$ 125,560	
Total Direct Research Awards	\$ 137,455,000	\$ 155,029,238	\$ 39,696,300	\$ 41,854,343	88%
Other Program Delivery Costs					
Direct program management		\$ 824,602		\$ 350,630	
Research and Policy Evaluation		\$ 1,384,548		\$ 588,725	
Business development		\$ 5,134,526		\$ 2,183,256	
Corporate services		\$ 6,453,106		\$ 2,839,437	
Capital		\$ -	\$ -	\$ -	
Total Contractual Overhead	\$ 16,940,000	\$ 13,796,781	\$ 6,778,700	\$ 5,962,048	12%
Grand Total	\$ 154,395,000	\$ 168,826,020	\$ 46,475,000	\$ 47,816,391	100%

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 2018-19 Forecast	Total 2018-19 Income
ISED	\$ 45,425,000	\$ 47,816,391
Federal Development Agencies	\$ -	-\$ 52,500
Provincial Internship Funds	\$ 18,910,000	\$ 21,968,533
Industry	\$ 44,505,000	\$ 50,816,600
Industry In-Kind (Note 1)	\$ 44,505,000	\$ 50,632,500
Other	\$ -	\$ 152,000
Total	\$ 153,345,000	\$ 171,333,525

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, 2018	\$ 12,725
2018/19 ISED Funding	\$ 45,425,000
Interest Earned on ISED Funding	\$ 516,964
Cancellations & Refunds (Note 1)	\$ 4,216,238
2018/19 Expenditures	-\$ 47,816,391
Grant Balance at March 31, 2019	\$ 2,354,536
Transfer to Globalink	(1,975,600)
Remaining Grant Balance at March 31, 2019	\$ 378,936

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

An allowance for cancellation has been recorded in the Audited financial statement, the allowance is a management estimate of future cancellations and is not reflected in this report.

Globalink Expenditures Summary							
Expenditures	Total 2018-19 Forecast #	Total 2018-19 Actual #	Total 2018-19 Forecast	Total 2018-19 Actual	ISED 2018-19 Forecast	ISED 2018-19 Expenditures	
Direct Globalink Awards							
Globalink Research Internships (Note 1)			\$ -	\$ 8,161,505	\$ -	\$ 3,118,897	
Globalink Research Internships (Summer Cohort 2018 Commitment)			\$ -	\$ 7,478,276	\$ -	\$ 3,003,500	
Globalink Research Internships (Commitments Summer Cohort 2019) (Note 2)	1200	1241	\$ 13,200,000	\$ 9,788,645	\$ 5,500,000	\$ 8,032,385	
Globalink Research Awards	550	717	\$ 6,000,000	\$ 4,535,626	\$ 4,000,000	\$ 3,286,098	
Globalink Partnership Awards	0	0	\$ -	\$ -	\$ -	\$ -	
Globalink Graduate Fellowships	170	146	\$ 2,550,000	\$ 2,267,188	\$ 2,100,000	\$ 2,267,188	
Globalink Graduate Fellowships Expired Commitment			\$ -	\$ 420,000	\$ -	\$ 210,000	
Partner in-kind for Globalink Partnership Awards			\$ -	\$ -	\$ -	\$ -	
Partner in-kind for Globalink Research Internships			\$ 3,600,000	\$ 3,723,000	\$ -	\$ -	
Total Direct Globalink Awards	1920	2104	\$ 25,350,000	\$ 20,577,688	\$ 11,600,000	\$ 13,491,068	92%
Other Program Delivery Costs							
Program Management			\$ 504,620	\$ 562,594	\$ 235,419	\$ 201,812	
Research and evaluation			\$ 274,737	\$ 227,252	\$ 128,172	\$ 81,519	
International stakeholder management			\$ -	\$ -	\$ -	\$ -	
Business Development			\$ 719,854	\$ 718,527	\$ 335,831	\$ 257,748	
Marketing and Communications			\$ -	\$ -	\$ -	\$ -	
Corporate Services			\$ 1,724,075	\$ 1,624,144	\$ 804,328	\$ 582,610	
Total Contractual Overhead			\$ 3,223,286	\$ 3,132,517	\$ 1,503,750	\$ 1,123,689	8%
Total Globalink Expenditures			\$ 28,573,286	\$ 23,710,205	\$ 13,103,750	\$ 14,614,757	100%

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

Note 2: At March 31, 2018 \$3,003,500 was reserved for Globalink Research Internship summer 2018 commitments. The actual expenditures were \$3,118,897

Globalink Income Summary		
Income Source	Total 2018-19 Forecast	Total 2018-19 Actual Income - Total
ISED	\$ 9,083,100	\$ 14,614,757
Universities Direct	\$ 200,000	\$ 102,000
Universities In-Kind(note 1)	\$ 3,600,000	\$ 3,723,000
International Partners	\$ 2,993,500	\$ 3,593,296
Provincial Partners	\$ 2,235,000	\$ 2,645,799
Total Income with Commitments	\$ 18,111,600	\$ 24,678,852

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

Globalink Grant Balance	
Grant Balance at March 31, 2018	\$ 2,479,892
2018/19 ISED Funding	\$ 10,025,000
Interest Earned on ISED Funding	\$ 134,263
2018/19 Expenditures	\$ (14,614,756)
Grant Balance at March 31, 2019	\$ (1,975,600)
Transfer from Accelerate Grant Balance	1,975,600
Remaining Grant Balance at March 31, 2019	\$ 0

Globalink Contract Indicators	2017-18	2018-19	Total
Targets			
GRI	782	1241	2023
GRA	386	717	1103
GPA	12	0	12
GGF	176	146	322
% GGF of total GRI	23%	12%	16%
Total International contributions	\$ 3,148,943	\$ 3,593,296	\$ 6,742,239
Overhead	\$ 1,050,000	\$ 1,123,689	\$ 2,173,689
Over % of Grant	15%	11%	13%

Elevate Expenditures Summary					
Expenditures	Total 2018-19 Forecast (Note 2)	Total 2018-19 Expenditures	ISED 2018-19 Forecast	ISED 2018-19 Expenditures	
# of Fellowships	220	216	220	216	%
Elevate Awards					
Elevate Fellowships (one year)	\$ 13,200,000	\$ 13,009,838	\$ 6,164,000	\$ 5,972,472	
Research support (Industry in-kind) (Note 1)	\$ 6,600,000	\$ 6,480,000	\$ -	\$ -	
Training	\$ 660,000	\$ 490,600	\$ 660,000	\$ 490,600	
Total Direct Research Awards	\$ 20,460,000	\$ 19,980,438	\$ 6,824,000	\$ 6,463,072	89%
Other Program Delivery Costs					
Program management		\$ 205,519		\$ 191,809	
Research and evaluation		\$ 262,079		\$ 82,546	
Business development		\$ 579,854		\$ 261,681	
Corporate services		\$ 1,109,543		\$ 278,392	
Total Contractual Overhead	\$ 1,980,000	\$ 2,156,995	\$ 891,000	\$ 814,428	11%
Total Elevate Expenditures	\$ 22,440,000	\$ 22,137,433	\$ 7,715,000	\$ 7,277,500	100%

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 2018-19 Forecast	Total 2018-19 Income
ISED 2017-22 Contract	\$ 7,715,000	\$ 7,277,500
Partners	\$ 6,600,000	\$ 6,923,588
Partners (In-kind) (Note 1)	\$ 6,600,000	\$ 6,480,000
Universities	\$ -	\$ 90,000
Provincial Funders	\$ 1,525,000	\$ 1,428,000
Total	\$ 22,440,000	\$ 22,199,088

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 April 1, 2018	\$ 1,407,606
2018/19 ISED Funding	\$ 7,500,000
Interest Earned on ISED Funding	\$ 49,587
Cancellations & Refunds	\$ 564,298
2018/19 Expenditures	\$ (7,277,500)
Grant Balance at March 31, 2019	\$ 2,243,990

Cumulative Grant Activity and Compliance	Contract Target	Reported Activity	Avg ISED Contribution	Reported OH %
1 Year Fellowships delivered 2017-2022	220	216	\$ 33,692.13	11%

Note 1 - Grant balance remaining of \$2.2 M at March 31, 2019 will support approximately 75 2nd year Fellowships awarded in 2019-20

Note 2 - Cancelled internships are reported on the contract report once incurred.

An allowance for cancellation has been recorded in the Audited financial statement, the allowance is a management estimate of future cancellations and is not reflected in this report.

Training Expenditures Summary					
Expenditures	Total 2018-19 Forecast (Note 1)	Total 2018-19 Expenditures	ISED 2018-19 Forecast	ISED 2018-19 Expenditures	%
Direct Expenditures					
Training and Program Management	\$ 2,000,000	\$ 1,962,750	\$ 2,000,000	\$ 1,962,750	
Total Direct Expenditures	\$ 2,000,000	\$ 1,962,750	\$ 2,000,000	\$ 1,962,750	87%
Contractual Overhead					
Business development		\$ 116,957		\$ 116,957	
Corporate services		\$ 116,957		\$ 116,957	
Research & Evaluations		\$ 58,478		\$ 58,478	
Total Contractual Overhead	\$ -	\$ 292,392	\$ -	\$ 292,392	13%
Grand Total	\$ 2,000,000	\$ 2,255,142	\$ 2,000,000	\$ 2,255,142	100%

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

Training Income Summary		
Income Source	Total 2018-19 Forecast	Total 2018-19 Income
ISED	\$ 2,000,000	\$ 2,255,142
Industry	\$ -	\$ -
Total	\$ 2,000,000	\$ 2,255,142

Training Grant Balance	
2018-19 ISED Funding	\$ 2,000,000
2017-18 Carryover	605,366.06
Interest Earned on ISED Funding	\$ -
2018-19 Expenditures	\$ (2,255,142)
Grant Balance at March 31, 2019	\$ 350,224

Appendix 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 for Approval in March 2019.

Appendix C: Performance Measurement Strategy

Accelerate

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2018–2019
Outputs								
Approved applications	Number of applications received by the program (cluster and regular)	Admin Database	On-going	--	--	Mitacs	Internship database	Regular: 4192 Cluster: 2560
	Average time for reviewing applications (cluster and regular)	Admin Database	On-going	40 days for regular; 69 days for clusters	Annual	Mitacs	Internship database	Median regular: 28 calendar days Median cluster: 46 calendar days
	Participant satisfaction with the application and review process	Participant Exit Survey	End of each internship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Interns: 6.1 Supervisors: 6.3 Hosts: 5.9
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	End of each internship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Interns: 6.1 Supervisors: 6.5 Hosts: 6.0
Industrial research	Number of internship units supported	Annual Report	Annual	4,800	31-Mar-19	Mitacs	Internship database	6752
Internships	Number of interns, internships and projects supported	Annual Report	Annual	--	--	Mitacs	Internship database	Interns: 2433 Internships: 6752 Projects: 1713
	Number of graduate students and post-docs who have not previously participated in a Mitacs Accelerate internship	Annual Report	Annual	2,400	31-Mar-19	Mitacs	Internship database	1809
	Number of companies hosting internships	Annual Report	Annual	1,200	31-Mar-19	Mitacs	Internship database	1395
	Number of companies who have not previously hosted Mitacs-Accelerate internship	Annual Report	Annual	1,000	31-Mar-19	Mitacs	Internship database	676
	Number of academic supervisors participating	Annual Report	Annual	1,400	31-Mar-19	Mitacs	Internship database	1786
	Number of academic supervisors who have not previously participated in a Mitacs-Accelerate internship	Annual Report	Annual	700	31-Mar-19	Mitacs	Internship database	718

	Profile of interns and internship units by academic discipline and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Internship database	Profile by academic disciplines: See internship list Canadian interns: 1028 Canadian internship units: 2714 Foreign interns: 1221 Foreign internship units: 3486 Permanent resident interns: 184 Permanent resident internship units: 552
	Profile of host companies and internship units by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Internship database	Profile by sector: See internship list SME: 1,166
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	88% of supervisors indicated that in the absence of Accelerate, the project would have been canceled, delayed or would not have been designed in the first place
Corporate reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	-
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	-
Immediate Outcomes								
Innovative solutions to private sector needs and issues	Percent of host organizations rating the project as successful in meeting their needs	Project Report/Host Exit Survey	End of each internship	70% provide a rating of 5 or more out of 7	Annual	Mitacs	Exit Survey	89% of hosts indicate a rating of 5 or more out of 7
	Percent of companies which indicate they will use the results of their internship project	Host Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	On average, 91% of hosts indicate they will use the research advances, techniques, tools and/or knowledge generated as a result of the internship, to a moderate extent (4/7) or more
	Percent of internships that led to the development of increased knowledge	Program Report/Exit Survey	End of each internship	80%	Annual	Mitacs	Exit Survey	87% of hosts indicate the internship led to development of increased knowledge

Increased capabilities and academia-industry knowledge transfer related to industrial research, development and innovation	Level of involvement of the academic supervisor in the project	Program Report/Exit Survey	End of each internship	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors indicate an average involvement in the project of 6.1
	Percent of internship projects in which the direct involvement of the academic supervisor and the academic institution contributed to the results	Program Report/Exit Survey	End of each internship	50%	Annual	Mitacs	Exit Survey	81% of hosts indicate the direct involvement of the academic supervisor highly contributed to the results
	Percent of supervisors reporting a greater understanding of the industry environment and its R&D activities and challenges as a result of the project	Supervisor Exit Survey	End of each internship	--	Annual	Mitacs	Exit Survey	On average, 86% of supervisors report an increased understanding of the industry environment, its R&D activities and/or challenges, to a moderate extent (4/7) or more
	Percent of companies reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of internship	Host Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	Hosts indicate they have developed increased: - Understanding of the value of research (79%) - Understanding of the value of HQPs (86%) - Capabilities for R&D (85%)
Improved employability of the intern	Percent of interns reporting increases in intern skills and experience as a result of internship/types of skills developed	Intern Exit Survey	End of each internship	90%	Annual	Mitacs	Exit Survey	95% of interns report that, to a moderate extent (4/7) or more, the internship led to a more competitive skillset, including: - Improved knowledge of their discipline (96%) - Ability to conduct research to address private sector problems (93%) - Critical and creative thinking (96%) - Expertise and/or know-how relevant to the private sector (94%) - Competence in research development and design (94%) - Communication skills (94%) - Analytical techniques and experimental methods (94%) - Technical skills (95%)

	Percent of hosts reporting increases in intern skills and experience as a result of internship/types of skills developed	Host Exit Survey	End of each internship	90%	Annual	Mitacs	Exit Survey	96% of hosts report that, to a moderate extent (4/7) or more, the internship led to a more competitive skillset for the intern, including: - Improved knowledge of their discipline (98%) - Ability to conduct research to address private sector problems (96%) - Critical and creative thinking (96%) - Expertise and/or know-how relevant to the private sector (94%) - Competence in research development and design (96%) - Communication skills (94%) - Analytical techniques and experimental methods (96%) - Technical skills (96%)
Intermediate Outcomes								
Further collaboration and knowledge transfer between academia and industry	Percent of host companies reporting increased interest in further collaboration as a result of the internship	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts report an increased interest in further collaboration with the academic sector of 6.0
	Percent of supervisors reporting increased interest in further collaboration as a result of the internship	Supervisor Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors report an increased interest in further collaboration with the private sector of 5.5/7
Increased private sector investment in research and development	Percent of host organizations reporting an impact on future R&D expenditures	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average impact on future R&D activities and investments of 4.7/7 86% of hosts indicate they are likely to increase their R&D expenditures
	Percent of companies who expect to launch new R&D projects based on the results of the internship/relationship of the project to the internship project/level of investment in subsequent projects	Host Exit Survey	End of each internship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average intent of further developing the research from the internship or launching new R&D projects of 5.3/7

Increased retention of domestic and international graduate students in Canada after completing their studies	Percent of interns who report the internship improved their career prospects	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	90% of interns report that their career prospects have improved as a result of their internship
	Percent of interns reporting increased interest in pursuing a career in R&D	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	90% of interns report an increased interest in pursuing a career in R&D as a result of their internship, to a moderate extent (4/7) or more
	Percent of graduate students and postdoctoral fellows reporting increased interest in pursuing a career in the private sector	Intern Exit Survey	End of each internship	70%	Annual	Mitacs	Exit Survey	88% of interns report an increased interest in pursuing a career in the private sector as a result of their internship, to a moderate extent (4/7) or more
	Number of former interns hired since the completion of the project for new and for existing positions with the host organization	Intern Exit Survey	End of each internship	20%	Annual	Mitacs	Exit Survey	39% of interns intend to seek employment with their host organization

Globalink

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2018–19
Outputs								
Applications	Number of applications received by component	Admin Database	On-going	--	--	Mitacs	Program database	GRI: 14,102 GRA (abroad): 853 GRA (to Canada): 84 GGF: 285
	Participant satisfaction with the application and review process	Participant Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors: 6.1 GRI students: 6.2 GRA International home supervisors: 6 GRA Canadian home supervisors: 6.2 GRA International host supervisors: 5.9 GRA Canadian host supervisors: 5.9 GRA abroad students: 6.1 GRA inbound students: 6.1 Accelerate International Students: 5.9 Accelerate International supervisors: 6.3 Accelerate International partners: 5.5 GGF data not available for FY 2018–19
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors: 6.1 GRI students: 6.3 GRA International home supervisors: 5.9 GRA Canadian home supervisors: 6.1 GRA International host supervisors: 5.8 GRA Canadian host supervisors: 6.1 GRA abroad students: 6.0 GRA inbound students: 6.0 Accelerate International Students: 6.3 Accelerate International supervisors: 6.4 Accelerate International partners: 6.1
Internships, Fellowships and Awards	Number of internships, fellowships, research awards, and partnership awards supported	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	GRI: 1241 GRA (abroad): 663 GRA (to Canada): 54 Accelerate International: 117 GGF: 159
	Number of Canadian and international students supported	Annual Report	Annual	--	--	Mitacs	Program database	Students coming to Canada: - GRI: 1241

								- GRA (to Canada): 54 - GGF: 159 Students going abroad: - GRA (abroad): 661 - Accelerate International: 98
	Number of students who had not previously participated in Mitacs Globalink	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	GRI: 1241 GRA: 710 GGF: All GGF awardees are past GRI interns
	Number of international organizations participating (Accelerate International)	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	Accelerate International: 33
	Number of international organizations who have not previously participated	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	Accelerate International: 31
	Number of academic supervisors participating from Canada and other countries	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	GRI Canada: 969 GRA Canada: 100 GRA international: 1129
	Number of academic supervisors who have not previously participated in Mitacs Globalink	Annual Report	Annual	--	31-Mar-19	Mitacs	Program database	GRI Canada: 397 GRA Canada: 406 GRA International: 653 Accelerate International Canada: 12
	Profile of participants by academic discipline, university, province, country and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Program database	Profile of participants by academic discipline/university/province/country: See participants list GRI, GRA (to Canada) and GGF: all international GRA (abroad) Canadian: 475 GRA (abroad) foreign: 188 GRA (abroad) unknown: 0 Accelerate International Canadian: 18 Accelerate International foreign: 27 Accelerate International PR: 7

	Profile of international organizations by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Program database	Profile by sector: See participants list Accelerate International SME: 34
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	GRI: 58% GRA abroad: 48% GRA in Canada: 51% Accelerate International: 35%
Corporate plans and reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	-
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	-
Immediate Outcomes								
Increased participation of students in international research and educational opportunities	Level of involvement of the academic supervisors in the research projects	Program Report/Exit Survey	On exit	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors indicate an average involvement of 5.7/7 GRA Canadian home supervisors indicate an average involvement of 5.7/7 GRA International host supervisors indicate an average involvement of 5.7/7 GRA Canadian host supervisors indicate an average involvement of 5.8/7 GRA International home supervisors indicate an average involvement of 5.9/7 Accelerate International supervisors indicate an average involvement of 5.1/7
	Percent of international participants who received a fellowship to return to Canada to pursue graduate studies	Program Report	On exit	--	Annual	Mitacs	Program database	
	Contribution of the student to the research project	Exit Survey	On exit	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI supervisors indicate an average student's contribution of 4.8/7 GRA home supervisors indicate an average student's contribution of 6.7/7 GRA host supervisors indicate an average student's contribution of 6.3/7 Accelerate International supervisors indicate an average student's contribution of 6.4/7

	Types of international research and educational opportunities in which students participated	Program Report	On exit	--	Annual	Mitacs	Program database	GRI students: - Industry events - Professional Skills Webinars GRA students: - Networking opportunities abroad - Scientific events, meetings and/or conferences abroad
Enhanced skills amongst participating students and researchers	Percent of students reporting increases in knowledge, skills and experience as a result of participating in Globalink	Student Exit Survey	On exit	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRI students report an increase in knowledge of their discipline (89%), skills (87%) and research experience (91%) GRA (outbound) students report an increase in knowledge of their discipline (93%) and skills (82%) GRA (inbound) students report an increase in knowledge of their discipline (92%) and skills (84%) Accelerate International students report and increase of knowledge of their discipline (94%) and skills (81%)
	Percent of academic supervisors reporting increases in student knowledge, skills and experience as a result of participating	Supervisor Exit Survey	On exit	90%	Annual	Mitacs	Exit Survey	GRI supervisors report, to a fairly great extent or more (4/6), an increase in student knowledge of their discipline (88%) and skills (87%) GRA Canadian home supervisors report, to a fairly great extent (5/7) or more, an increase in student knowledge of their discipline (94%) and skills (85%) GRA International home supervisors report, to a fairly great extent (5/7) or more, an increase in student knowledge of their discipline (96%) and skills (100%) Accelerate International supervisors report, to a moderate extent (5/7) or more, an increase in student knowledge of their discipline (93%) and skills (93%)

Intermediate Outcomes								
Increased involvement of Canadian students, researchers and organizations in international research networks	Number of students and international hosts reporting participating in formal networking opportunities, events and visits	Participant Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	258 GRI students participated at least one online course 339 GRI students attended at least one industry event
	Percent of students reporting that the research projects increased their interest and involvement in research collaborations and networks	Student Exit Survey	On exit	70%	Annual	Mitacs	Exit Survey	91% of GRI students report an increased interest and involvement in research collaborations and networks to a fairly great extent (5/7) or more 87% of GRA abroad students report an increased interest and involvement in research collaborations and networks, to a fairly great extent (5/7) or more 92% of GRA inbound students report an increased interest and involvement in research collaborations and networks, to a fairly great extent (5/7) or more 94% of Accelerate International students report an increased interest and involvement in research collaborations and networks, to a fairly great extent (5/7) or more
	Percent of Canadian and international academic supervisors reporting increased interest and involvement in international research networks	Supervisor Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	50% of GRI supervisors report an increased interest and involvement in research collaborations and networks, to a moderate extent (4/7) or more 85% of GRA Canadian supervisors report that they will likely engage in future research collaborations with international supervisors
	Percent of international academic supervisors reporting increased awareness of Canadian education and interest in further research collaboration as a result of Globalink	Supervisor Exit Survey	On exit	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	GRA International home supervisors report an increased interest and involvement in research collaborations with Canada (89%) and awareness of the Canadian education system (65%) and Canadian research opportunities (73%), to a fairly great extent (5/7) or more GRA International host supervisors report an increased interest and involvement in research collaborations with Canada (85%) and awareness of the Canadian education system (57%) and Canadian research opportunities (64%), to a fairly great extent (5/7) or more.

Improved employability of the fellow in Canada	Percent of students and researchers who report that participating in Globalink improved their career prospects	Exit Survey	End of each	70%	Annual	Mitacs	Exit Survey	<p>95% of GRI students report that participating in Globalink improved their career prospects</p> <p>78% of GRA outbound students report that participating in Globalink improved their career prospects</p> <p>88% of GRA inbound students report that participating in Globalink improved their career prospects</p> <p>88% of Accelerate International students report that as a result of their project, their career prospects have improved</p> <p>GGF data not available for FY 2018–19</p>
	Percent of fellows reporting increased interest in pursuing a career in R&D	Exit Survey	End of each	70%	Annual	Mitacs	Exit Survey	<p>83% of GRI students report an increased interest in pursuing a career in R&D</p> <p>67% of GRA outbound students report an increased interest in pursuing a career in R&D</p> <p>88% of GRA inbound students report an increased interest in pursuing a career in R&D</p> <p>75% of Accelerate International students report an increased interest in pursuing a career in R&D</p> <p>GGF data not available for FY 2018–19</p>
Increased retention of domestic and international graduate students in Canada	Percent of national and international students reporting that participating in Globalink increased the likelihood that they will pursue further studies in Canada	Student Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	<p>95% of GRI students report an increased likelihood that they will pursue graduate studies in Canada</p> <p>42% of GRA outbound students report an increased likelihood that they will pursue graduate studies in Canada</p> <p>66% of GRA inbound students report an increased likelihood that they will pursue graduate studies in Canada</p> <p>69% of Accelerate International students report an increased likelihood that they will pursue graduate studies in Canada</p> <p>GGF data not available for FY 2018–19</p>

	Percent of national and international students reporting that participating in Globalink increased the likelihood that they will work in Canada after completion of their studies	Student Exit Survey	On exit	--	Annual	Mitacs	Exit Survey	<p>91% of GRI students report an increased likelihood that they will work in Canada after completion of their studies</p> <p>60% of GRA outbound students report an increased likelihood that they will work in Canada after completion of their studies</p> <p>70% of GRA inbound students report an increased likelihood that they will work in Canada after completion of their studies</p> <p>GGF data not available for FY 2018–19</p> <p>81% of Accelerate International students report an increased likelihood that they will work in Canada after completion of their studies</p>
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Elevate

Program Output or Outcomes	Indicator	Data Source	Frequency of Data Collection	Target	Date to Achieve Target	Organization Responsible for Data Collection	Data Management System	Results for 2018–19
Outputs								
Applications	Number of applications received by the program	Admin Database	On-going	--	--	Mitacs	Fellowship database	422
	Participant satisfaction with the application and review process	Participant Exit Survey	End of each fellowship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Fellows: 6.3 Supervisors: 6.4 Partners: 6.5
	Participant satisfaction with the support provided by Mitacs through the application process	Participant Exit Survey	End of each fellowship	Avg. of 5.5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Fellows: 6.4 Supervisors: 6.1 Partners: 6.3
Industrial research fellowships	Number of fellows, fellowships and projects supported	Annual Report	Annual	--	--	Mitacs	Fellowship database	219
	Number of postdocs who have not previously participated in a Mitacs Elevate fellowship	Annual Report	Annual	--	31-Mar-19	Mitacs	Fellowship database	150
	Number of organizations hosting fellowships	Annual Report	Annual	--	31-Mar-19	Mitacs	Fellowship database	189
	Number of organizations who have not previously hosted Mitacs-Elevate fellowships	Annual Report	Annual	--	31-Mar-19	Mitacs	Fellowship database	67
	Number of academic supervisors participating	Annual Report	Annual	--	31-Mar-19	Mitacs	Fellowship database	209
	Number of academic supervisors who have not previously participated in a Mitacs-Elevate fellowship	Annual Report	Annual	--	31-Mar-19	Mitacs	Fellowship database	53
	Profile of fellowships by academic discipline, academic institution, province and Canadian versus international students	Annual Report	Annual	--	--	Mitacs	Fellowship database	Profile by academic discipline/academic institution/province: See fellowship list Canadian fellows: 85 Foreign fellows: 95 Permanent resident fellows: 39
	Profile of host organizations and fellowships by sector and number of employees	Annual Report	Annual	--	--	Mitacs	Fellowship database	Profile by sector: See fellowship list SME: 148
	Percent of projects that would have been delayed or cancelled in the absence of the program	Annual Report	Annual	60%	Annual	Mitacs	Exit Survey	88% of supervisors indicated that in the absence of Elevate the project would have been canceled, delayed or would not have been designed in the first place

Corporate plans and reports	Receipt of annual corporate plans	Annual Plan	Annual	1 / year	Annual	IC	--	--
	Receipt of annual reports	Annual Report	Annual	1 / year	Annual	IC	--	--
Immediate Outcomes								
Increase collaboration and knowledge transfer between academia and industry	Level of involvement of the academic supervisor in the project	Program Report/Exit Survey	End of each fellowship	Average rating of 4 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors indicate an average involvement in the project of 6.1/7
	Percent of fellowship projects in which the direct involvement of the academic supervisor and the academic institution contributed to the results	Program Report/Exit Survey	End of each fellowship	50%	Annual	Mitacs	Exit Survey	91% of hosts indicate the direct involvement of the academic supervisor highly contributed to the results
	Percent of organizations reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of the fellowship	Host Exit Survey	End of each fellowship	--	Annual	Mitacs	Exit Survey	Hosts indicate they have developed increased: - Understanding of the value of research (65%) - Understanding of the value of HQPs (76%) - Interest in R&D and innovation (68%) - Capabilities for R&D (76%)
	Percent of supervisors reporting a greater understanding of the industry environment and its R&D activities and challenges as a result of the project	Supervisor Exit Survey	End of each fellowship	--	Annual	Mitacs	Exit Survey	On average, 80% of supervisors report an increased understanding of the industry environment, its R&D activities and/or challenges, to a moderate extent (4/7) or more
Innovative solutions to industry needs and issues	Percent of host organizations rating the project as successful in meeting their needs	Project Report/Host Exit Survey	End of each fellowship	70% provide a rating of 5 or more out of 7	Annual	Mitacs	Exit Survey	87% of hosts indicate a rating of 5 or more out of 7
	Percent of organizations which indicate they will use the results of their fellowship	Host Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	On average, 89% of hosts indicate they will use the research advances, techniques, tools and/or knowledge generated as a result of the internship, to a moderate extent (4/7) or more
	Percent of fellowships that led to the development of increased knowledge	Program Report/Exit Surveys	End of each fellowship	80%	Annual	Mitacs	Exit Survey	87% of fellows indicate the project led to the development of increased knowledge.

	Percent of organizations reporting increased understanding of the value of research, value of HQP, increased interest in R&D and innovation, and increased capabilities for R&D as a result of fellowship	Host Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	Hosts indicate they have developed increased: <ul style="list-style-type: none"> - Understanding of the value of research (65%) - Understanding of the value of HQPs (76%) - Interest in R&D and innovation (68%) - Capabilities for R&D (76%)
Enhanced skills amongst participating postdoctoral fellows	Percent of fellows reporting increased skills and experience as a result of fellowship/types of skills developed	Fellow Exit Survey	End of each fellowship	90%	Annual	Mitacs	Exit Survey	89% of fellows report that, to a moderate extent (4/7) or more, the internship led to a more competitive skillset, including: <ul style="list-style-type: none"> - Improved Leadership and Management skills (91%) - Improved Communication and Relationship skills (91%) - Improved Personal and Professional Management skills (85%)
	Percent of hosts reporting increases in fellows' skills and experience as a result of fellowship/types of skills developed	Host Exit Survey	End of each fellowship	90%	Annual	Mitacs	Exit Survey	88% of hosts report that, to a moderate extent (4/7) or more, the fellowship led to a more competitive skillset for the fellow, including: <ul style="list-style-type: none"> - Improved Leadership and Management skills (89%) - Improved Communication and Relationship skills (89%) - Improved Personal and Professional Management skills (91%)
Intermediate Outcomes								
Increased nature and extent of research linkages	Percent of host organizations reporting increased interest in further collaboration as a result of the fellowship	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts report an increased interest in further collaboration with the academic sector of 5.5/7
	Percent of supervisors reporting increased interest in further collaboration as a result of the fellowship	Supervisor Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Supervisors report an increased interest in further collaboration with the private sector of 5.3/7
Increased industry investment in research,	Percent of host organizations reporting an impact on future R&D expenditures	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average impact on future R&D activities and investments of 4.9/7 88% of hosts indicate they are likely to increase their R&D expenditures

development, and innovation	Percent of organizations who expect to launch new R&D projects based on the results of the fellowship/relationship of the project to the fellowship project/level of investment in subsequent projects	Host Exit Survey	End of each fellowship	Average rating of 5 on a scale of 1 to 7	Annual	Mitacs	Exit Survey	Hosts indicate an average intent of further developing the research from the internship or launching new R&D projects of 5.3/7
Improved employability of the fellow in Canada	Percent of fellows who report the fellowship improved their career prospects	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	90% of fellows indicate their career prospects have improved as result of the Elevate fellowship
	Percent of fellows reporting increased interest in pursuing a career in R&D	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	85% of fellows report an increased interest in pursuing a career in R&D
	Percent of fellows reporting increased interest in pursuing a career in industry	Fellow Exit Survey	End of each fellowship	70%	Annual	Mitacs	Exit Survey	85% of fellows indicate an increased interest in pursuing a career in the private sector
Increased retention of domestic and international PhD holders in Canada	Percent of national and international fellows reporting that the fellowship reduced the likelihood that they will leave Canada post-graduation	Fellow Exit Survey	End of each fellowship	20%	Annual	Mitacs	Exit Survey	78% of fellows indicate they are more likely to stay in Canada post-fellowship

Appendix D: List of Colleges and Polytechnic Partners

Colleges with Signed Agreements

Algonquin College of Applied Arts and Technology
Assiniboine Community College
British Columbia Institute of Technology
Canadian Memorial Chiropractic College
Capilano University, North Shore Campus
Cégep André-Laurendeau
Cégep régional de Lanaudière
Centennial College
College of the North Atlantic
Conestoga College Institute of Technology and Advanced Learning
Durham College
Fanshawe College of Applied Arts and Technology
George Brown College
Lambton College of Applied Arts and Technology
Manitoba Institute of Trades and Technology
New Brunswick Community College
North Island College
Nova Scotia Community College
Olds College
Red River College of Applied Arts, Science and Technology
Saskatchewan Polytechnic
The Humber College Institute of Technology and Advanced Learning
The Mohawk College of Applied Arts & Technology
The Northern Alberta Institute of Technology
The Sheridan College Institute of Technology and Advanced Learning
The Southern Alberta Institute of Technology
Yukon College

Appendix E: Mitacs International Partners and Institutions⁹

Australia	<ul style="list-style-type: none"> Universities Australia
Brazil	<ul style="list-style-type: none"> Universidade de São Paulo Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES)
Greater China	<ul style="list-style-type: none"> China Scholarship Council (CSC) Global Research & Industry Alliance, National Cheng Kung University (GLORIA-NCKU)
European Union	<ul style="list-style-type: none"> European Commission – Research and Innovation Staff Exchange (MSCA-RISE)
France	<ul style="list-style-type: none"> Ecole Polytechnique Campus France Institut national de recherches en sciences du numérique Université de Bordeaux France-Canada Research Fund Consortium
Germany	<ul style="list-style-type: none"> Deutscher Akademischer Austauschdienst (DAAD)
Japan	<ul style="list-style-type: none"> Japan Society for Promotion of Science
Korea	<ul style="list-style-type: none"> National Research Foundation of Korea
India	<ul style="list-style-type: none"> All India Council for Technical Education (AICTE) Ministry of Human Resource Development (MHRD) Science and Engineering Research Board (SERB)
Israel	<ul style="list-style-type: none"> Canada–Israel Industrial Research and Development Foundation (CIIRDF)
Mexico	<ul style="list-style-type: none"> State of Guanajuato – EDUCAFIN Monterrey Institute of Technology and Higher Education (ITESM)
Norway	<ul style="list-style-type: none"> Diku (formerly SIU) (Norwegian Centre for International Cooperation in Education)
Saudi Arabia	<ul style="list-style-type: none"> Kingdom of Saudi Arabia (inactive)
Singapore	<ul style="list-style-type: none"> National Research Foundation
Tunisia	<ul style="list-style-type: none"> Ministry of Higher Education, Scientific Research (MHESR)
Ukraine	<ul style="list-style-type: none"> Ukrainian Canadian Foundation of Taras Shevchenko
United Kingdom	<ul style="list-style-type: none"> Universities United Kingdom International (UUKI)

⁹ This list includes partnership agreements confirmed as of March 31, 2019 only.

Appendix F: Mitacs Academic Partners

Full Partners

Carleton University
Concordia University
Dalhousie University
École de technologie supérieure
Polytechnique Montréal
McGill University
McMaster University
Queen's University
Ryerson University
Simon Fraser University
Université du Québec à Montréal
Université de Montréal
Université de Sherbrooke
Université Laval
University of Alberta
University of British Columbia
University of Calgary
University of Guelph
University of Manitoba
University of New Brunswick
University of Ottawa
University of Regina
University of Saskatchewan
University of Toronto
University of Waterloo
University of Western Ontario
University of Windsor
York University

Associate Partners

Institut national de la recherche
scientifique
Lakehead University
Laurentian University
Ontario College of Art & Design
Thompson Rivers University
Trent University
Université de Moncton
Université du Québec à Trois-Rivières
University of Lethbridge
University of Northern British Columbia
Ontario Tech University
University of Victoria
University of Winnipeg
Wilfrid Laurier University

Honorary Partners

Acadia University
Athabasca University
Bishop's University
Brandon University
Brock University
Canadian Mennonite University
Cape Breton University
Concordia University College of Alberta
Emily Carr University of Art + Design
HEC Montréal
MacEwan University
Memorial University of Newfoundland
Mount Allison University
Mount Saint Vincent University
Nova Scotia College of Art & Design
Royal Military College of Canada
Royal Roads University
Saint Mary's University
Saint Paul University
St. Francis Xavier University
St. Thomas University
TÉLUQ-Université du Québec
Trinity Western University
Université du Québec à Chicoutimi
Université du Québec à Rimouski
Université du Québec en Abitibi-
Témiscamingue
Université du Québec en Outaouais
Université Sainte-Anne
Vancouver Island University

Appendix G: Audited Financial Statements

Mitacs engaged KPMG, Chartered Professional Accountants to perform the annual financial statement audit for the year ending March 31, 2019. KPMG, Chartered Professional Accountants issued their audit opinion on July 4, 2019 that “the financial statements present fairly, in all material respects, the financial position of the Entity... [is] 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, 2019

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, 2019
- 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, 2019, 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.

Emphasis of Matter – Comparative Information

We draw attention to Note 12 of the financial statements ('Note 12'), which explains that certain comparative information presented as at and for the year ended March 31, 2018 has been restated.

Note 12 explains the reason for the restatement and also explains the adjustments that were applied to restate certain information.



Our opinion is not modified in respect of this matter.



Other Matter – Comparative Information

The financial statements as at and for the year ended March 31, 2018, excluding the adjustments that were applied to restate certain comparative information, were audited by another auditor who expressed an unmodified opinion on those financial statements on July 5, 2018.

As part of our audit of the financial statements as at and for the year ended March 31, 2019, we also audited the adjustments that were applied to restate certain comparative information presented as at and for the year ended March 31, 2018. In our opinion, such adjustments are appropriate and have been properly applied.

Other than with respect to the adjustments that were applied to restating certain comparative information, we were not engaged to audit, review or apply any procedures to the financial statements for the year ended March 31, 2018. Accordingly, we do not express an opinion or any other form of assurance on those financial statements taken as a whole.

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.

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.
- 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 matter 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
(Date)

MITACS INC.

Statement of Financial Position

March 31, 2019, with comparative information for 2018

	Note	2019	2018
			(restated – note 12)
Assets			
Current assets:			
Cash and cash equivalents	4	\$ 84,672,833	\$ 50,957,144
Accounts receivable		2,024,929	881,216
Prepaid expenses		347,560	381,389
Current portion of contributions receivable	5	28,300,744	21,370,562
		115,346,066	73,590,311
Contributions receivable	5	12,717,908	4,775,046
Intangible assets	6	1,353,268	1,221,364
		\$ 129,417,242	\$ 79,586,721
Liabilities and Net Assets			
Current liabilities:			
Accounts payable and accrued liabilities		\$ 4,007,328	\$ 2,466,206
Government remittances payable		1,398,948	592,502
Current portion of awards payable		38,665,184	25,429,350
Deferred contributions	7	41,899,886	24,966,649
		85,971,346	53,454,707
Awards payable		24,944,023	10,092,441
		110,915,369	63,547,148
Net assets:			
Invested in intangible assets		1,353,268	1,221,364
Internally restricted	8	6,000,000	5,210,000
Unrestricted		11,148,605	9,608,209
		18,501,873	16,039,573
Nature of operations and economic dependence	2		
Commitments	9		
		\$ 129,417,242	\$ 79,586,721

See accompanying notes to financial statements.

Approved on behalf of the Board:

Director

Director

MITACS INC.

Statement of Operations

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Revenue:		
Program contributions:		
Federal government	\$ 61,838,888	\$ 40,431,419
Provincial government	23,559,989	20,560,663
Partner organizations	52,835,757	36,780,845
International organizations	3,300,558	2,716,112
University partners	346,492	521,766
University member fees	2,473,925	2,529,800
Investment income	1,132,455	162,160
Other	18,103	202,927
	145,506,167	103,905,692
Expenses:		
Program awards:		
Accelerate	90,564,562	58,990,999
Globalink	12,722,512	9,334,161
Elevate	11,782,763	9,547,727
Training	2,643,053	2,145,478
Career connect	2,565,448	2,600,855
Canadian science policy fellowship	771,853	980,000
Converge	495,388	492,859
Innovation initiatives	571,434	384,742
Program services	4,108,797	3,753,784
Stakeholder relations	6,672,376	4,759,183
Corporate services	9,816,020	7,425,618
Amortization of intangible assets	329,661	306,632
	143,043,867	100,722,038
Excess of revenue over expenses	\$ 2,462,300	\$ 3,183,654

See accompanying notes to financial statements.

MITACS INC.

Statement of Changes in Net Assets

Year ended March 31, 2019, with comparative information for 2018

	Invested in intangible assets	Internally restricted	Unrestricted	Total
Balance, March 31, 2017	\$ 918,374	\$ 6,091,386	\$ 7,485,160	\$ 14,494,920
As previously stated restatement (note 12)	-	-	(1,639,001)	(1,639,001)
As restated	918,374	6,091,386	5,846,159	12,855,919
Excess (deficiency) of revenue over expenses	(306,632)	-	3,490,286	3,183,654
Acquisition of intangible assets	609,622	-	(609,622)	-
Internally imposed restrictions (note 8)	-	(881,386)	881,386	-
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 intangible assets	461,565	-	(461,565)	-
Internally imposed restrictions (note 8)	-	790,000	(790,000)	-
Balance, March 31, 2019	\$ 1,353,268	\$ 6,000,000	\$11,148,605	\$ 18,501,873

See accompanying notes to financial statements.

MITACS INC.

Statements of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	\$ 2,462,300	\$ 3,183,654
Amortization of intangible assets, an item not involving cash	329,661	306,632
Change in non-cash operating working capital		
Accounts receivable	(1,143,713)	(447,007)
Prepaid expenses	33,829	(123,640)
Contributions receivable	(14,873,044)	754,698
Accounts payable and accrued liabilities	1,541,122	188,080
Government remittances payable	806,446	67,857
Awards payable	28,087,416	10,013,492
Deferred contributions	16,933,237	3,433,948
	34,177,254	17,377,713
Investing activities:		
Acquisition of intangible assets	(461,565)	(609,622)
Increase in cash and cash equivalents	33,715,689	16,768,090
Cash and cash equivalents, beginning of year	50,957,144	34,189,054
Cash and cash equivalents, end of year	\$ 84,672,833	\$ 50,957,144

See accompanying notes to financial statements.

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 the growth of the Canadian knowledge economy by expanding knowledge capacity through training and deployment of knowledge workers; facilitating technology transfer, commercialization, and entrepreneurship; and building linkage to the international community, while linking Canadian businesses, government and not-for-profits with Canada's universities to develop cutting-edge research projects.

2. Nature of operations and economic dependence:

The Organization manages or operates various programs designed to facilitate research collaboration between partner 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 governments, partner 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 7). During the year, the Organization had four (2018 – four) government contracts which accounted for approximately 57% (2018 – 53%) of revenue. The Organization may not be able to maintain its current levels of activities should this funding be significantly reduced or ended.

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 partner 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; partner 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.

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.

(c) Intangible assets:

Intangible assets are measured at cost on initial recognition. Development costs directly attributable to software are capitalized when incurred. When intangible assets no longer contribute to the Organization's ability to provide services, its carrying amount is written down to its residual value.

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

	Rate
Software	3 - 5 years

3. Significant accounting policies (continued)

(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 intangible 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.

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.

4. Cash and cash equivalents:

	2019	2018
Restricted:		
Award funds received but not disbursed	\$ 69,327,750	\$ 34,699,005
Internally restricted (note 8)	6,000,000	5,210,000
Unrestricted	9,345,083	11,048,139
	<u>\$ 84,672,833</u>	<u>\$ 50,957,144</u>

5. Contributions receivable:

	2019	2018
		(restated – note 12)
Current:		
Government contributions receivable	\$ 8,349,365	\$ 10,395,437
Partner contributions receivable	19,951,379	10,975,125
	<u>28,300,744</u>	<u>21,370,562</u>
Partner contributions receivable	12,717,908	4,775,046
	<u>\$ 41,018,652</u>	<u>\$ 26,145,608</u>

6. Intangible assets:

			2019	2018
	Cost	Accumulated depreciation	Net book value	Net book value
Software	\$ 1,917,469	\$ 564,201	\$ 1,353,268	\$ 1,221,364
	<u>\$ 1,917,469</u>	<u>\$ 564,201</u>	<u>\$ 1,353,268</u>	<u>\$ 1,221,364</u>

During the fiscal 2015 year, the Organization commenced development of a new information system and has capitalized directly related salaries and consulting fees. The cost of the development is amortized over 3 – 5 years from the date the component is brought into use. Management's current estimate of the remaining cost of development at March 31, 2019 is \$1,000,000 (Note 8).

7. Deferred contributions:

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

March 31, 2019	Federal Government	Provincial Government	Partner Organizations	Other Funders	Total
Beginning of year (restated – note 12)	\$ 12,625,078	\$ 6,223,145	\$ 5,541,048	\$ 577,378	\$ 24,966,649
Funding received	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

March 31, 2018 (restated - note 12)	Federal Government	Provincial Government	Partner Organizations	Other Funders	Total (restated – note 12)
Beginning of year	\$ 7,760,069	\$ 2,300,376	\$ 3,031,972	\$ 249,808	\$ 13,342,225
Funding received	40,567,157	22,521,521	34,513,640	3,565,447	101,167,765
Revenue recognized	(35,702,148)	(18,598,752)	(32,004,564)	(3,237,877)	(89,543,341)
End of year	\$ 12,625,078	\$ 6,223,145	\$ 5,541,048	\$ 577,378	\$ 24,966,649

8. Internally restricted net assets:

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

	2019	2018
Shut-down costs	\$ 4,500,000	\$ 3,500,000
Future capital projects	1,000,000	1,000,000
Innovation projects	500,000	500,000
Payment of Globalink program awards	-	210,000
	\$ 6,000,000	\$ 5,210,000

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 is committed to funding zero (21 in 2018) Globalink Graduate Fellowships in future years that will partially be funded through the net asset reserve.

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

9. Commitments:

(a) Program delivery commitments:

During the year, 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, 2019. As at March 31, 2019, the Organization has processed approximately \$53.4 million of these internship applications, of which it expects that approximately \$15.7 million will be approved within the next 12 months. The Organization will be required to secure sufficient government and partner organization contributions to fund these internships if they are completed and approved.

(b) Operating lease commitments:

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

2020	\$	658,030
2021		448,321
2022		449,977
2023		426,946
		<hr/>
		\$ 1,983,274

10. 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.

10. Financial risks and concentration of risks (continued):

(a) Credit risk (continued):

Partner organization contributions receivable consist of amounts due from private and public sector partner organizations. The Organization normally receives the required matching partner organization contributions immediately before the commencement date of an internship. There has been no change to the risk exposures from the prior year.

(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. Credit risk from amounts due from partner organizations is limited as, if these matching partner 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. There has been no change to the risk exposures from the prior year.

(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 has been no change to the risk exposures from the prior year.

11. Comparative information:

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

12. Restatement of comparative information:

During the current year it was determined that the Organization was not correctly recording for cancellations. Previously, cancellations were recorded as they occurred and it was determined that a provision for cancellations should be recorded to account for cancellations which occur in future periods relating to revenue recognized. The impact of the adjustments to the 2018 comparative figures are as follows:

	As previously presented	Adjustments	As restated
Statement of financial position:			
Current portion of contributions receivable	\$ 24,647,548	\$ (3,276,986)	\$ 21,370,562
Current portion of awards payable	35,257,812	(9,828,462)	25,429,350
Deferred contributions	16,776,172	8,190,477	24,966,649
Unrestricted net assets	11,247,210	(1,639,001)	9,608,209
Statement of changes in net assets			
Balance, March 31, 2017			
Unrestricted net assets	7,485,160	(1,639,001)	5,846,159
Total net assets	14,494,920	(1,639,001)	12,855,919

There was no impact to the statement of operations or to the statement of cash flows as a result of these adjustments.