

2019-20

# CORPORATE PLAN

FOR INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA



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# 2019-20 Corporate Plan

For Innovation, Science and Economic Development Canada  
JANUARY 2019

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### 1. Introduction

Mitacs supports innovation and growth by providing industry with ground-breaking solutions to their most pressing challenges through advanced research and training programs, across Canada and beyond. Mitacs's cooperative innovation model builds relationships amongst industry, academia and governments based on shared objectives. It supports cutting-edge research that fuels discovery and innovation, while delivering high-calibre work-integrated learning opportunities to future leaders.

To achieve these goals, and produce concrete results that advance Canadian innovation and economic productivity, Mitacs designs programs around three core priorities:

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

Mitacs internships are designed to incentivize private-sector investments in R&D, support business growth, and promote innovation, while developing Canadian talent and attracting top minds from around the world. With the goal of delivering 10,000 internships annually by 2021, Mitacs will make experiential education a cornerstone of Canada's innovation landscape and would not be possible without the support of Innovation, Science and Economic Development.

*"Thanks to their direct pipeline into universities across the country, the Mitacs team is able to help us identify and hire skilled interns who will be the right fit for our organization. Their role is so important in this regard, we named our entire internship program after them."*

*— Eirene Seiradaki, Director, Research Partnerships, Borealis AI*

This year, Mitacs will meet the 2019-20 targets for the Accelerate, Elevate, and Globalink programs as outlined in the contribution agreements. In partnership with ISED, Mitacs will deliver 7,800<sup>1</sup> Mitacs Accelerate internships and 300 Mitacs Elevate fellowships. Mitacs will also continue to deliver its suite of Globalink programs, including:

- 1000<sup>2</sup> Globalink Research Internships to undergraduate and graduate students from Canada and abroad;
- 800 Globalink Research Award internships ; and
- 250 Globalink Graduate Fellowships to Globalink alumni who return to Canada to pursue graduate studies.

In addition to outlining the objectives for Mitacs programming over the 2019-20 fiscal year, the following corporate plan will also outline Mitacs' planned activities and results, its anticipated expenditures, its risk and mitigation strategies, and its performance monitoring policies. The activities outlined in this plan demonstrate Mitacs' commitment to a more innovative and productive Canada.

<sup>1</sup> Targets subject to change based on provincial funding confirmation

<sup>2</sup> Cohort for the Summer of 2018

## 2. Objectives for Upcoming Fiscal year

### 2.1 Overall objectives

Through the Mitacs platform of programs and professional development training, and by leveraging its domestic and international networks, Mitacs aims to:

- Improve Canada's competitiveness by helping companies meet R&D challenges and develop international research linkages
- Tailor business solutions to meet the evolving needs of industry through strong connections to the academic community
- Develop and deploy talent into companies and organizations
- Provide high quality work-integrated learning opportunities to PSE students and postdoctoral fellows to enhance skills of future workforce

### 2.2 Program-specific objectives

#### Accelerate

For over a decade, Mitacs Accelerate has offered experiential learning opportunities to graduate students and postdocs, by connecting them with industries and academic researchers across the country. The demand-driven research enabled through Accelerate internships increases industry participation in applied R&D and enriches Canada's culture of innovation. The objectives for the upcoming fiscal year are as follows:

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

As Mitacs' flagship program, Accelerate has a proven track record of building successful relationships across sectors, and of encouraging knowledge transfer between industry and researchers. As demand for the Accelerate program has grown, Mitacs has employed targeted and proven strategies to streamline program delivery and maintain quality of the Accelerate experience. In Fiscal 2019-20, Mitacs is confident in its ability to deliver 7800 internships.

**7800**

**Accelerate internships**  
Target number funded  
by ISED for 2019-20

Within Accelerate, the entrepreneur stream continues to be very successful (with 83 internships to date this year), and we are beginning to expand to non-university incubators and accelerators. Accelerate Fellowships, which provide long-term funding and integrated professional skills training continue to attract a significant number of applicants. A new Industrial Postdoc Fellowship was launched this year to provide enhanced leveraging and quick turnaround on decisions for postdoc applicants. The Accelerate college stream is continuing to roll out, and we are working in close contact with CIGan and Polytechnics Canada both to build awareness across the community and to ensure that the program and its processes are well understood, as well as ensure there is feedback and input from the community as we refine the program.

## Elevate

Mitacs Elevate is a two-year management training program and postdoctoral fellowship that is built on the same cooperative innovation model as Accelerate. Through this program, Canada’s leading talent is deployed into the private sector, where they have the opportunity to lead industry research and gain business experience. This program incorporates R&D, management training, and professional growth, while providing the private sector with the expertise required to address industry challenges. The Elevate program objective for the upcoming fiscal year is as follows:

200

### Elevate fellowships

Target number funded by ISED for 2019-20

1. To support the attraction, training, retention, and deployment of highly qualified postdoctoral fellows (postdocs) with the ultimate goal of strengthening research and innovation in Canada.

For each two-year Elevate fellowship, federal funding is matched by the corresponding provincial or university funding, as well as with a contribution from the participating industry partner. We have recently introduced a mechanism for Elevate Fellows to be included in large Accelerate cluster projects, benefitting from Elevate’s professional skills training program and putting those skills into immediate action as research managers for the clusters.

### Partnership Highlight

We are entering the 3rd year of our partnership with the CIHR Health Systems Impact Fellowships. Applicants to this competitive CIHR program may choose to jointly apply to Elevate and participate in the cohort-based training offered by both programs

## Globalink

ISED’s renewed commitment to funding bilateral international internships through the Globalink program, will help to support Canadian research talent abroad, and to bring new academic connections to Canada. In the coming year, ISED’s support is budgeted to administer 1000 GRI, 800 GRA, and 250 GGF.

1000

### Globalink Research Internships

In the upcoming fiscal year, Mitacs’ suite of Globalink programs will aim to achieve the following objectives:

800

### Globalink Research Awards

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; and

250

### Globalink Graduate Fellowships

4. Encourage and support Canadian students to take advantage of training and research opportunities abroad.

Mitacs continues to pursue new opportunities to expand international partnerships and connections. This network-building approach helps to leverage ISED's contribution, along with additional support from provincial governments and university partners.

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' 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 new collaborations with several other countries.

In addition to expanding partnerships we will be expanding opportunities for graduate-and postdoctoral level interactions through Globalink. In particular, GRI - our match-making program that provides top talent in strategic partner countries an opportunity to compete for collaborative research placements in Canada - will expand to include graduate students, while we will also expand opportunities for post-docs through GRA.

Identifying effective mechanisms to support retention of talent is also a priority. In particular – we have proudly partnered with the Manitoba government to support the long-term retention of Accelerate and Elevate alumni through the MB Provincial Nominee Program's International Education Stream. Additionally, we will be working to expand eligibility for the Globalink Graduate Fellowships and working more closely with universities to establish co-funding agreements to offer GRA as a platform to leverage university/academia-driven strategic international collaborations.

### Highlights of Mitacs' International Agreements

**Expanding Globalink to the EU:** Mitacs announced a new partnership with the European Commission to expand research opportunities for Canadian and European graduate students and postdoctoral fellows receiving funding through the European Union's Horizon 2020 program. Through the partnership, Marie Skłodowska-Curie Actions (MSCA) and Research and Innovation Staff Exchanges (RISE) will provide funding for European graduate students and postdocs to participate in research internships in Canada, and Mitacs' international internship program will provide funding for Canadian graduate students and postdocs to participate in research projects in EU-member countries.

**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' own graduate research mobility program.

**Mitacs- French University Partnerships:** Mitacs announced a partnership with l'Université de Bordeaux for student mobility to and from Canadian universities, including all three tiers of our international mobility programs. This is the first of a series of institutional agreements that Mitacs expects to finalize with the major

### 3. Planned Activities and Anticipated Results

#### 3.1 Anticipated Results

The federal government's ongoing support for the Accelerate, Elevate, and Globalink programs represents its broader commitment to fostering a more innovative Canada. Its partnership with Mitacs signifies an investment in skills development, the creation and application of ideas, and the generation of collaborative networks between academia, industry, and government.

By leveraging provincial and partner contributions, ISED's \$59,151,641 contribution in 2019-20 to Accelerate will result in a **\$193,967,966** total investment (including \$58,500,000 in-kind). For Elevate, ISED's contribution of \$6,828,000 in 2019-20 will result in a **\$20,632,000** total investment (including \$6,000,000 in-kind). For Globalink, ISED's contribution of \$14,837,164 will result in a **\$23,813,464** total investment in 2019-20 (including \$3,000,000 in-kind).

With ISED's support, Mitacs anticipates the Accelerate, Elevate and Globalink programs program will procure the following short-and medium-term results:

##### Short-term

- Increased annual number of Mitacs work-integrated learning opportunities for postsecondary students and postdoctoral fellows to 10,000 per year by 2021-22 from 4,401 in 2016-17 (All programs)
- Increased collaboration and knowledge transfer between academia and industry, across a wide range of sectors of the Canadian economy (Accelerate and Elevate)
- Enhanced skills of postsecondary students and postdoctoral fellows achieved through Mitacs work-integrated learning (All programs)

##### Medium Term

- Increased nature and extent of research linkages with both domestic and international partners (All programs)
- Increased participating company investment in industrial research, development and innovation (Accelerate and Elevate)
- Improved employability of postsecondary students and postdoctoral fellows in their field (All programs)
- Increased retention of domestic and international postsecondary students and postdoctoral fellows in Canada after completion of their studies (All programs)

#### 3.2 Planned Activities

##### 3.2.1 Mitacs' Proven Approaches

Over the years, Mitacs has demonstrated its capacity to connect companies, universities, and students, both in Canada and internationally. As this nexus of cooperation continues to grow, Mitacs is able to build on this solid foundation to provide solutions to businesses, while driving innovation by attracting and deploying top talent into Canada's economy. The success of this model relies on its proven approaches:

##### *Proactive Business Development*

The Business Development (BD) team at Mitacs actively engages with thousands of companies and NFPs across the country and is a key ingredient in Mitacs' success to date. By working closely with industry partners, the

academic community, and various organizations, the BD team demonstrates the value of investing in innovation and helps to shape relationships with Mitacs stakeholders. This team is composed of 65 BD personnel across the country, including Account Managers, whose primary focus is developing relationships with specific companies in targeted sectors. Through these positions, Mitacs is able to deepen relationships with industrial partners by acting as trusted advisors to their senior management and helping to orchestrate projects across their departments/teams.

Mitacs began co-funding/mandating roles with strategic partners to maximize the impact of our innovation network and to establish a stronger strategic presence in specific sectors and partner organizations, including universities, incubators and accelerators. This approach creates strong synergies providing partners with greater access to the Mitacs network of business development experts across the country. Building on the success of the initial co-funded roles, Mitacs is working to create additional synergies with more key players within the innovation ecosystem to maximize coordination, reduce redundancy of efforts, and better facilitate the ability of companies to navigate the spectrum of programs available to them. Currently, Mitacs has 33 business development resources co-funded with strategic organizations who play a complementary role in the Canadian innovation landscape, including:

- 15 business development experts co-funded by Mitacs and other organizations that support innovation. Two more agreements have been agreed to “in principle” and several others are in discussion.
- 18 university-based co-funded positions in place between Mitacs and partner universities, and other organizations that support entrepreneurship and link start-ups with multinationals.

The activities of the Business Development team on the frontline of building relationships with academic and industry partners, will allow Mitacs to achieve its targets for 2019-20.

### ***The Partnership Approach***

Another essential component of Mitacs’ cooperative innovation strategy, is its ability to grow and maintain valued relationships with strategic partners. Maintaining open communication with academic and research networks helps to ensure that Mitacs programs and objectives are in line with the partners’ priorities and goals. Currently, 70 of Canada’s leading research universities have partnered with Mitacs to maximize the impact of the Accelerate, Elevate and Globalink programs.

### **List of Partnership Agreements**

Atlantic Association for Research in the Mathematical Sciences (AARMS)  
Age-Well NCE Inc  
Boehringer Ingelheim and Blockchain Ecosystem  
The Canadian Institutes of Health Research (CIHR)  
Center for Innovation in Mineral Resources Engineering (CIMRE)  
Centre for Operations Excellence at the Sauder School of Business  
Centre de Recherches Mathématiques (CRM)  
Consortium Québécois sur la Découverte du Médicament (CQDM)  
Le Consortium de recherche et d’innovation en aérospatiale au Québec (CRIAQ) and Consortium for Aerospace Research and Innovation in Canada (CARIC)  
Fields Institute  
Genome Canada  
Southern Ontario Smart Computing Innovation Platform (SOSCIP – Smart Computing for Innovation)  
Hydro & Extractive Metallurgy Chair, University of British Columbia  
MaRS Innovation  
MEDTEQ (Quebec’s research consortium on medical technologies)  
Michael Smith Foundation for Health Research (MSFHR)  
Ontario Centres of Excellence (OCE)  
Pacific Institute for the Mathematical Sciences (PIMS)  
Royal Bank of Canada (RBC)  
McGill-Healthy Brains for Healthy Lives (HBHL)  
Sauder School of Business Centre for Operational Excellence  
The Social Sciences and Humanities Research Council of Canada (SSHRC)  
University of British Columbia-Indigenous Research Support Initiative

Mitacs creates and promotes collaborative networks across disciplines by entering into agreements with like-minded organizations in Canada. These agreements, or Memoranda of Understanding (MOUs), help to develop greater synergies across the innovation landscape and promote a culture of collaboration. Currently, Mitacs holds 23 MOUs with organizations throughout the country. Some of these agreements facilitate streamlined project identification, and an expedited review process. Mitacs is continually working to improve the alignment of these relationships, as well their potential to produce salient results.

### **Excellence in Program Delivery**

In the year ahead Mitacs will continue to streamline and optimize program delivery, while ensuring a quality experience for program participants. The Programs Department at Mitacs is responsible for the operational structure of each initiative and ensures the long-term success of Mitacs programs.

As a research-based organization, upholding research integrity is also critical to the excellence of Mitacs programs. To preserve this integrity, the Mitacs Research Council oversees the research review processes for all Mitacs

programs while Mitacs' Research Team works closely with the Mitacs Research Council to implement these processes. Academic and industrial researchers (from Canada and abroad) play a key role, as they are the subject matter experts that provide the independent and arms-length reviews of Accelerate and Elevate project proposals. The level of support and engagement from the research community is strong and continues to grow: since the beginning of the 2018-19 fiscal year, over 2,900 researchers have conducted expert reviews for Mitacs, while over 10,000 have reviewed for Mitacs to date.

*“Working with Mitacs on this project gave me the opportunity to apply my knowledge and gain industry experience learnings that have invaluable and added great depth to my resume.”*

*— Antony Bou-Francis, 2016 Mitacs Accelerate intern and postdoctoral researcher, Dalhousie University*

### **3.2.2 Expanded Approaches**

At the crux of Mitacs' ability to drive R&D and create a more inclusive and robust culture of innovation, is the organization's capacity to leverage its networks, and to embark on new opportunities. Each new undertaking is carefully designed to maximize the potential for network building, idea creation, and skills development. Mitacs recognizes that extending these networks and collaborating on new projects is essential to realizing Canada's potential and addressing its innovation needs.

#### **Embedded Experiential Learning Opportunities**

Mitacs' embedded internship model was deployed in 2013 and continues to enhance learning experiences and R&D activities at universities throughout Canada. This approach integrates Accelerate internships into Master's and PhD programs as a part of their core curriculum. Presently, 16 university departments have signed MOUs agreeing to integrate internships into their program. Universities with embedded Accelerate opportunities include Queen's University, Université de Sherbrooke, University of Waterloo, University of Alberta and Simon Fraser University.

#### **Support for Growing Businesses**

Recognizing the strong association between entrepreneurship and innovation, Mitacs is developing new pilot initiatives to support the entrepreneurial sector. Through Accelerate Entrepreneur, student-founded companies supported by business incubators at universities are eligible to receive funding for collaborative projects with

university researchers. By modifying the original Accelerate program's conflict of interest policy, as well as its interaction criteria, Mitacs has made it easier for university incubated companies to access the program. This new Accelerate pilot initiative can help to further research and innovation within these budding Canadian industries and expand receptor capacity for graduate students as these start-ups grow. Two additional pilots have been developed to provide small companies with support to help them grow and expand their markets by providing them with support from business school interns, and by providing them with connections to incubators and accelerators in partner countries.

### **Mitacs Training**

Mitacs bridges the professional skills and knowledge gap between researchers and industry through professional skills training. Mitacs Training conducts course curriculum design and manages a national facilitator pool and coordinates training delivery across the country. Offering in-person and online workshops each year, Mitacs provides skills and knowledge that directly applies to graduate 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 NRC, EQWIP, and CIPO.

### **Economic Impact Initiative**

Mitacs is working on an Economic Impact Initiative to further enhance its understanding of the broader impacts of Mitacs internships on the economy. In the coming year, the initiative will include projects to enhance current data collection methods, conduct an additional data collection exercise and a comparative analysis.

### **Indigenous Engagement**

Ensuring that the rights of Indigenous peoples are met will begin to allow Canada to tap into a talented and growing labour force within our borders and will allow Indigenous companies and organizations to flourish and contribute to an innovative, prosperous and inclusive future for Canada. While Mitacs programming is currently open to Indigenous graduate student and post-doc participants, as well as Indigenous host companies, not-for-profit organizations, and communities, over the coming year, we will strive to do more to expand our reach and be more inclusive. Access to our programs will help provide Indigenous students with work-integrated learning experiences as well as professional skills training to prepare them for entry into the labour market, while also helping Indigenous companies grow by addressing their research and development needs.

### **Equity, Diversity and Inclusion**

Mitacs is committed to strengthening diversity as an organization, and in its program participation, to ensure it remains inclusive and representational of the diversity of Canadian society. With a focus on four under-represented groups (women, visible minorities, persons with disabilities, and Indigenous peoples), we are developing a multi-prong approach: a focus on an internal culture that supports inclusive best practices; access and opportunity in our programs through assessing and mitigating barriers and tracking participation rates; and approaches that achieve these goals in partnership with our stakeholder community. As leaders in the university research and innovation space, we believe that diversity of thought, ideas, cultures, geographies and perspectives is essential to a vibrant and inclusive Canada.

## 4. Planned Expenditures for 2019-20

### 4.1 Accelerate Planned Expenditures

**Table 4: Planned Accelerate expenditures for 2019-20**

Expenditures	2019-20 ISED Planned Expenditures	%	Accelerate Planned Expenditures	%	In-Kind (Note 1)	Planned Expenditures including in-kind
Accelerate Internships (#)	7800		7800			7800
Direct Research Awards						
Accelerate Awards	\$47,630,021		\$111,843,960			\$112,143,960
Research support (industry in-kind) (note1)					\$58,500,000	\$58,500,000
Student mobility	\$300,000		\$300,000			\$300,000
Student Training	\$3,189,641		\$3,189,641			\$3,189,641
<b>Total Direct Research Awards</b>	<b>\$51,119,662</b>	<b>86%</b>	<b>\$115,333,601</b>	<b>86%</b>	<b>\$58,500,000</b>	<b>\$174,133,601</b>
<b>Program Delivery Costs</b>	<b>\$8,031,979</b>	<b>14%</b>	<b>\$18,679,022</b>	<b>14%</b>		<b>\$18,679,022</b>
Program Management	\$ 305,956		\$ 711,526			\$ 711,526
Research Management and Evaluation	\$ 842,571		\$ 1,959,468			\$ 1,959,468
Business Development	\$ 2,855,918		\$ 6,641,670			\$ 6,641,670
Corporate Services	\$ 3,965,399		\$ 9,221,858			\$ 9,221,858
Amortization*	\$ 62,135		\$ 144,500			\$ 144,500
<b>Total Accelerate Expenditure</b>	<b>\$59,151,641</b>	<b>100%</b>	<b>\$134,012,623</b>	<b>100%</b>	<b>\$58,500,000</b>	<b>\$192,812,623</b>
<p><b>Note 1 - It is estimated that the Accelerate partner contributes \$7,500 per internship of in-kind research costs.</b>  <b>Note 2 - \$50,800,000 ISED grant is allocated to Accelerate from the new Contribution Agreement. An additional \$5,162,000 is estimated to be unspent from prior years.</b>  <b>Note 3 - \$3,000,000 ISED grant is allocated to Training. An additional \$189,641 is estimated to be unspent from prior years.</b></p>						

Mitacs Accelerate is a multidisciplinary initiative that offers hands-on industry training to graduate students and postdocs. Administration and program delivery costs reflect this hands-on approach while remaining within the 15% allowable for total contractual overhead as prescribed in the ISED funding agreement (Table 4). Importantly, these contractual overhead costs are further offset by matching funds.

Accelerate funds are managed as follows:

- ISED funds received are deposited into Mitacs bank accounts and set up as deferred revenue;
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Research approval of internship;
  - Complete documentation and signatures; and

- Signed acceptance of research project and corresponding financial commitment to the research project.
- Funds are distributed to universities upon scientific approval of the project, receipt of all documentation and receipt of partner funds.
- At the end of an internship, universities submit accounting of internship funds to Mitacs.

*“Thanks to Mitacs we have significantly reduced the amount of time and effort spent on accessing talented and ambitious students rising through our best academic institutions. Mitacs’ agile structure has made them extremely resourceful and helpful, and they have been fantastic in connecting us with amazing talent by letting us leverage their vast network.”*

*— Murray Baldock, Vice-President of Business Development, Precise-ITC*

### Accelerate International

- Funds received are deposited into Mitacs bank accounts and set up as deferred revenue.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Scientific approval of the project, and;
  - Completed documentation and necessary signatures.
- Funds are distributed upon scientific approval of the project, receipt of all documentation and signatures.
- At the conclusions of the project, universities submit accounting for the research project to Mitacs

## 4.2 Elevate Planned Expenditures

Table 5: Planned Elevate Expenditures for 2019-20

Expenditures	2019-20 ISED Planned Expenditures	%	Elevate Planned Expenditures	%	In-kind (Note 1)	Planned Expenditures including in-kind
<b>Elevate Awards</b>						
Elevate Fellowships (one year)	\$6,828,000		\$12,003,600			\$12,003,600
Research support (industry in-kind)					\$6,000,000	\$6,000,000
Training	\$752,996		\$752,996			\$752,996
<b>Total Direct Research Awards</b>	<b>\$7,580,996</b>	<b>89%</b>	<b>\$12,756,596</b>	<b>86%</b>	<b>\$6,000,000</b>	<b>\$18,756,596</b>
<b>Other Program Delivery Costs</b>	<b>\$902,706</b>	<b>11%</b>	<b>\$2,006,013</b>	<b>14%</b>		<b>\$2,006,013</b>
Program Management	\$ 83,359		\$ 185,243			\$ 185,243
Research Management and Evaluation	\$ 98,769		\$ 219,487			\$ 219,487
Business Development	\$ 286,078		\$ 635,729			\$ 635,729
Corporate Services	\$ 430,368		\$ 956,374			\$ 956,374
Amortization*	\$ 4,131		\$ 9,180			\$ 9,180
<b>Total Elevate Expenditures (note 4)</b>	<b>\$8,483,702</b>	<b>100%</b>	<b>\$14,762,609</b>	<b>100%</b>	<b>\$6,000,000</b>	<b>\$20,762,609</b>

Note 1 - It is estimated that the Elevate partner contributes \$30,000 per internship of in-kind research costs

Note 2 - \$6,000,000 ISED grant is allocated from the new Contribution Agreement. An additional \$828,000 is estimated to be unspent from prior years

Mitacs administers funds for Elevate as described in Table 5 and ISED funding for *Elevate* is allocated as follows for one-year of a two-year fellowship:

- Funds received are deposited into Mitacs bank accounts and set up as deferred revenue;
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Research approval of Elevate proposal;
  - Complete documentation and signatures; and
  - Signed acceptance of research project and corresponding financial commitment to the research project.
- Funds are distributed to universities upon approval of the fellowship, receipt of all documentation and receipt of partner funds.
- At the end of a fellowship, universities submit accounting of internship funds to Mitacs.

### 4.3 Globalink Planned Expenditures

**Table 6: Planned Globalink Expenditures for 2019-20**

Expenditures	Targets	2019-20 ISED Planned Expenditures	%	Total planned Expenditure	%	In-kind	Planned Expenditures including in-kind
<b>Direct Globalink Awards</b>							
Globalink Research Internships (Commitments Summer Cohort 2020)	1,000	\$5,173,593		\$7,700,000		\$3,000,000	\$10,700,000
Globalink Research Awards	800	\$3,753,236		\$4,800,000			\$4,800,000
Globalink Graduate Fellowships	250	\$3,683,186		3,750,000			\$3,750,000
<b>Total Direct Globalink awards</b>		<b>\$12,610,015</b>	<b>85%</b>	<b>\$16,250,000</b>	<b>78%</b>	<b>\$3,000,000</b>	<b>\$19,250,000</b>
<b>Program Delivery Costs</b>		<b>\$2,227,149</b>	<b>15%</b>	<b>\$4,639,895</b>	<b>22%</b>		<b>\$4,639,895</b>
Program Management		\$347,718		\$724,412			\$724,412
Research Management and Evaluation		\$180,958		\$376,995			\$376,995
Business Development		\$466,114		\$971,072			\$971,072
Corporate Services		\$1,209,080		\$2,518,916			\$2,518,916
Amortization*		\$23,280		\$48,500			\$48,500
<b>Total Globalink Expenditures</b>		<b>\$14,837,164</b>	<b>100%</b>	<b>\$20,889,895</b>	<b>100%</b>	<b>\$3,000,000</b>	<b>\$23,889,895</b>
<p><b>Note 1</b> - It is estimated that the University partner contributes \$3,000 per GRI internship of in-kind research costs</p> <p><b>Note 2</b> - \$15,200,000 ISED grant is allocated from the new Contribution Agreement.</p>							

International program delivery consists of the Globalink Research Internship (GRI), the Globalink Research Award (GRA) and the Globalink Graduate Fellowship (GGF) renewals. The initiatives are all within the Globalink portfolio but are managed under different processes, which are outlined below.

### **Globalink Research Internships (International undergraduate students coming to Canada)**

- Funds received are deposited into Mitacs bank accounts and set up as deferred revenue.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Approval of the student and professor match; and
  - Complete documentation and signatures of the Mitacs Award letter.
- Interns are required to open a Canadian bank account where Mitacs deposits the funds via electronic funds transfer to the intern's account for one or more of the following program expenses: accommodation, living stipend, student fees to the host-university, local transportation, flight and permit reimbursement and medical insurance reimbursement.
- Funds are only distributed to students upon entry into Canada. Flight and permit reimbursement is not administered until the student's second scheduled payment.
- Foreign funding partners and partner universities are invoiced once the student's arrival is confirmed, or at the end of the program cycle, depending on the terms of the agreement. The invoice is supported by an account of participating students by nationality and host-university.

### **Globalink Fellowship Program (Globalink alumni returning to Canada for graduate studies)**

- Funds received are deposited into Mitacs bank accounts and set up as deferred revenue.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Receipt of graduate studies acceptance letter;
  - Confirmation that graduate program is research based;
  - Confirmation of student registration; and
  - Complete documentation and signatures of the terms and conditions of acceptance letter.
- Funds are distributed to the student for the first semester (\$7,500<sup>3</sup>).
- Funds are distributed to the student for the second semester (\$7,500) upon confirmation of student enrollment.
- Finance issues tax slips to student for funds provided by Mitacs in previous tax year.

### **Globalink Research Awards**

- Funds received are deposited into Mitacs bank accounts and set up as deferred revenue.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - Scientific approval of the research project, and;
  - Completed documentation and necessary signatures.
- Funds are distributed upon scientific approval of the research project, receipt of all documentation and signatures.
- At the conclusions of the research project, universities submit accounting for the research project to Mitacs.

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<sup>3</sup> Some students remain under the previous payment model of \$5,000 per term for three terms. All new participants are under the new model of \$7,500 for two terms over one year.

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## 5. Anticipated Funding from Other Sources

### 5.1 Accelerate Funding Support from Other Sources

Table 7: Accelerate Funding Support 2019-20

Income Source - Estimated	Total Income
<b>ISED – Accelerate (note 1)</b>	<b>\$55,962,000</b>
<b>ISED – Training</b>	<b>\$3,189,641</b>
Provincial Funds	\$22,494,000
Partners	\$53,822,325
Partners (in-kind)	\$58,500,000
<b>Total</b>	<b>\$193,967,966</b>
<b>Note 1 - \$50,800,000 ISED grant is allocated to Accelerate from the new Contribution Agreement. An additional \$5,162,000 is estimated to be unspent from prior years.</b>	

### 5.2 Elevate Funding Support from Other Sources

Table 8: Elevate Funding Support 2019-20

Income Source – Estimated	Total Income
<b>ISED (note 1)</b>	<b>\$6,828,000</b>
Partners	\$6,000,000
Partners (In-kind)	\$6,000,000
Provincial Partners	\$1,804,000
<b>Total</b>	<b>\$20,632,000</b>
<b>Note 1: \$6,000,000 ISED grant is allocated from the new Contribution Agreement. An additional \$828,000 is estimated to be unspent from prior years</b>	

### 5.3 Globalink Funding Support from Other Sources

Table 9: Globalink Funding Support 2019-20

Income Source – Estimated	Total Income
<b>ISED (note 1)</b>	<b>\$14,837,164</b>
International Partners	\$3,732,300
Provincial Partners	\$2,244,000
Universities (in-kind)	\$3,000,000
<b>Total</b>	<b>\$23,813,464</b>
<b>Note 1: \$15,200,000 ISED grant is allocated from the new Contribution Agreement</b>	

## 6. Risk Assessment and Mitigation Strategies

The Mitacs strategic plan, released in 2016, outlines Mitacs’ goals in continuing to demonstrate excellence in organizational management and performance. A key component of this is the ongoing implementation of a robust enterprise risk management system which is regularly reviewed by Senior Management as well as by the Mitacs Board of Directors and addresses corporate as well as programmatic risks. The following risks and corresponding mitigation strategies have been identified for the Accelerate, Elevate and Globalink programs over the 2019-20 fiscal year.

**Table 10: Accelerate and Elevate Risk Assessment and Mitigation Strategy**

Risk Assessment	Mitigation Strategy
Demand for the program exceeds available funding	As Mitacs moves towards delivering 10,000 internships per year by 2020, Accelerate continually monitors program performance against targets for current and future fiscal years. The programs team is developing and refining projection models to anticipate future demand and make strategic adjustments as needed.
Provincial contributions lag increased federal and partner support, hindering expansion of the program in those provinces.	Continue working with provincial partners to ensure adequate funding in every province. Identify new partners (provincial government departments and agencies) as potential sources of funding. Explore adjusted contribution levels from current partners.
Growth/expansion in the college and polytechnic sector is slower than anticipated. (Accelerate only)	Ongoing consultation and dialogue with the national organizations representing colleges and polytechnics and their applied research committees to ensure feedback from the sector is incorporated into the roll out. Ongoing efforts to raise awareness of the program and the opportunities for students.
Information systems are outdated, slowing pace and impacting efficiency of delivery	New information systems are being implemented during 2019-20 across all Mitacs programs, which will address this concern.

**Table 11: Globalink Risk Assessment and Mitigation Strategy**

Risk Assessment	Mitigation Strategy
Funding agreements with international partners require flexibility and variability in program design and delivery, increasing administration challenges and costs	Mitacs seeks to standardize all funding agreements with foreign governments, but bilateral support requires some degree of customization. Regular review is done to evaluate impact and to identify efficiencies.
Increase in demand for international partnerships particularly as other countries learn about Globalink opportunities and track record, may lead to lack of focus in program delivery.	Mitacs staff maintain a scorecard of priority countries and revisit it regularly with ISED, Global Affairs Canada, university partners and the Mitacs Board of Directors to ensure strategic alignment with Canada’s international priorities and to ensure program integrity across partner countries.

## 7. Ongoing Performance Monitoring Strategies

Mitacs' Evaluation Team is dedicated to upholding best-in-class evaluation practices and to sharing these practices and outcomes with stakeholders to ensure accountability. These practices allow Mitacs to regularly monitor and evaluate the success of its programs, and to make improvements accordingly.

In implementing comprehensive monitoring strategies across its programs, Mitacs can collect, analyze, and report on outcomes and impacts. More specifically, Mitacs' performance measurement strategies provide consistent

*"MITACS is one of the best innovation programs in Canada and hands-down the best opportunity for research students. From my first MITACS project in 2003 to today, it has been a pleasure to work with this wonderful organisation."*

*Helge See, CEO, TandemLaunch Inc.*

feedback on each program's effectiveness based on a range of key indicators, which are gathered through regular exit surveys, longitudinal studies, and qualitative research. To ensure these performance monitoring strategies are effective, all survey instruments will be reviewed and revised in the coming year to verify they remain the most valid tools in gathering short-term and intermediate outcomes.

Mitacs' performance monitoring strategy gives the organization insight into the benefits and deficiencies of each initiative. This understanding allows Mitacs to build better programs, and to effectively communicate the outcomes of Accelerate, Elevate, and Globalink to its stakeholders. In the upcoming year, Mitacs will remain dedicated to demonstrating the short, intermediate, and long-term results of its programs.

### Longitudinal studies

The Mitacs Evaluation Team continues to adapt and enhance its strategies to improve the evaluation of program outcomes. Longitudinal surveys are the primary tool for capturing the long-term effects of Mitacs programs, and reflect outcomes including employability, career prospects, industry investment in R&D and innovation, and increased attraction and retention of graduate students in Canada. Mitacs will undertake four longitudinal studies in the coming fiscal year: Accelerate interns, Elevate fellows, Globalink Research Internship students, and Globalink Research Award students.

### 7.1 Accelerate

In the spring of 2018, the Evaluation Team completed a longitudinal survey of Accelerate industry partners. This was the second longitudinal survey of past Accelerate industry partners. The perspective of Mitacs' partners is valuable for understanding how experiential learning programs like the Accelerate program support knowledge transfer and build connections between industry and academia that lead to a range of outcomes for industry partners. The survey data offers some compelling insights on the longer-term outcomes for industry partners. For example, as a result of the completion of their Accelerate internship, 56% of industry partners launched new R&D projects. In addition, 47% of industry partners increased their overall R&D activities, and 41% increased their overall investments in R&D. And 60% of industry partners increased their number of interactions

*"Mitacs is the reason I am successful! I have had two Mitacs Accelerate and through that I was able to recruit very bright Master's students to develop a prototype solution for my company, which I later improved and I am currently using – I am definitely and advocate for Mitacs"*

*Larry Katz - Professor and Director of the Sport Technology Research Laboratory, Faculty of Kinesiology, University of Calgary*

with academic researchers. A qualitative study will be undertaken in the coming fiscal year to delve further into the outcomes and experiences of Accelerate industry partners.

### 7.2 Elevate

Elevate fellows continue to benefit from cross-disciplinary networking and peer-learning opportunities they might not have otherwise in their careers. In the spring of 2018, a longitudinal survey of Elevate industry partners was undertaken. The purpose of the survey was to determine the long-term effects for partners as a result of their participation in the Mitacs Elevate fellowship. The survey data shows numerous benefits to partner organizations from the Elevate program: Eighty-one percent of partners stated they had continued developing research from the Elevate project(s), and just under 70% reported they had increased their number of interactions with academic researchers because of the project. In addition, 77% of industry partners launched new R&D projects as a result of their completion of the Elevate program. Ninety-four per cent of industry partners would recommend the Mitacs Elevate program to other organizations.

### 7.3 Globalink

Demand for the Globalink program continues to grow with the addition of new international research collaborations. As the program matures, there is increasing focus on enhancing monitoring and performance measurement strategies. A longitudinal survey of GRI students will be conducted in 2019 and will be used to gauge progress against key indicators and inform program improvements. In addition, a longitudinal survey of GRA students will also be undertaken in the coming year.

## 8. Annual Program Cash Flow Requirements 2019-20

Based on current delivery and forecast Mitacs estimates the following cash flow requirements as evidenced in the table below.

Cash Flow	
Accelerate (note 1)	\$52,750,000
Globalink	\$15,200,000
Elevate	\$6,000,000
<b>Total</b>	<b>\$73,950,000</b>
<b>Note 1: Reduced by \$1,050,000 based on cash received in prior period</b>	

## 9. Statement of Amounts Owing to the Crown

To date, Mitacs does not maintain any outstanding debt to the Crown.

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## Appendix A: Mitacs' Academic Partners

### Full Partners

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

### Associate Partners

Lakehead University  
Laurentian University  
OCAD University  
Thompson Rivers University  
Trent University  
Université de Moncton  
Université du Québec à Trois-Rivières  
Université INRS  
University of Lethbridge  
University of Ontario Institute of Technology

University of Victoria  
University of Winnipeg  
Wilfrid Laurier University

### Honourary 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  
Laurentian University  
MacEwan University  
Memorial University of Newfoundland  
Mount Allison University  
Mount Saint Vincent University  
Nova Scotia College of Art and Design (NSCAD University)  
Royal Military College of Canada  
Royal Roads University  
Saint Mary's University  
Saint Paul University  
St. Francis Xavier University  
TÉLUQ-Université du Québec  
Trinity Western University  
Université du Québec en Abitibi Témiscamingue  
Université du Québec à Chicoutimi  
Université du Québec à Rimouski  
Université du Québec en Outaouais  
Université Sainte-Anne  
University of Northern British Columbia  
Vancouver Island University

## Appendix B: Opportunities for Growth

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### Canadian Science Policy Fellowship:

The challenges confronting Canada are increasingly complex, and require a sophisticated understanding of society, science, and technology. Governments need ready access to the most advanced and up-to-date scientific and technical knowledge in order to understand issues and make decisions. The Canadian Science Policy Fellowship is a Mitacs pilot initiative that responds to these needs. This pilot aims to integrate academic research and evidence-based policy-making by connecting professors and postdoctoral scholars with the federal departments and agencies requiring their skills and expertise. Mitacs anticipates that the fellowship will result in new, robust relationships between decision-makers and researchers, as well as an enhanced policy capacity within the federal government.

### International Incubator Internships

The International Incubator Internships initiative connects start-ups housed in university-linked incubators with entrepreneurs and investors, strengthening their ability to scale-up. These start-ups send an employee to work in an international incubator for one to four months to conduct market research and assess potential market expansion. The key is the focus on connections between incubators and international market access. To date, over 15 companies have been awarded funding, mostly through two university-based accelerators, District 3 (Concordia University) and ACET (Accélérateur de création d'entreprises technologiques), Université de Sherbrooke. With additional funding as announced in the Fall Fiscal Update, Mitacs will be growing this initiative over the coming year.

### Business Internships

This potential pilot supports the development of critical, often technical, sales and marketing skills to help start-ups and SMEs with high-growth potential succeed in commercializing products and services faster. The idea is to start with students in business schools and eventually extend to students in non-sales programs (e.g. Engineering) that may end up in technical sales roles. Through this initiative, students would research and develop an international sales and marketing strategy for a Canadian business and help them at the early-stage of deploying the strategy. To develop these skills, students may be deployed in a partner country that excels in this area.