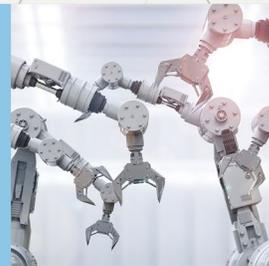


# 2020–21 CORPORATE PLAN

FOR INNOVATION, SCIENCE AND  
ECONOMIC DEVELOPMENT CANADA



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# 2020–21 Corporate Plan

For Innovation, Science and Economic Development Canada

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## 1. Introduction

As a collaboration agent in Canada’s innovation ecosystem, Mitacs fuels innovation and growth by connecting post-secondary institutions with businesses to attract international talent, facilitate the knowledge and skills transfer needed to scale ideas, adopt technology, and fill labour market needs. To drive innovation across Canada, Mitacs designs and delivers research and development programs that provide opportunities for advanced research, skills training, and work-integrated learning. Mitacs’s approach to innovation is collaborative. We build relationships among businesses and not-for-profit organizations (NFPs), post-secondary education (PSE) institutions, and governments to create solutions that enable economic growth and sustainable development.

To produce outcomes that advance Canadian innovation and productivity, Mitacs designs programs around three core priorities:

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

Mitacs provides a variety of internships designed to incentivize private-sector investments in R&D and build turn-key solutions for business growth, while developing Canadian talent and attracting top minds from around the world. Since the commencement of the current agreement with Innovation, Science and Economic Development Canada (ISED), Mitacs has succeeded at meeting its objectives. With the goal of delivering 10,000 internships annually by 2022, Mitacs will meet and surpass this target two years ahead of schedule.

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During the 2020–21 fiscal year, in partnership with ISED, Mitacs will deliver 7,900<sup>1</sup> Mitacs Accelerate internship units, 200 Mitacs Elevate fellowships, and 200 Mitacs Entrepreneur International (MEI) internships. The Mitacs suite of Globalink programs will also be delivered as follows:

- 800 Globalink Research Internships to undergraduate and graduate students from Canada and abroad
- 1,360 Globalink Research Awards to senior undergraduate and graduate students and postdoctoral fellows from Canada and abroad
- 150 Globalink Graduate Fellowships to Globalink alumni who return to Canada to pursue graduate studies

In addition to outlining the objectives of Mitacs programs from April 1, 2020, to March 31, 2021, the following corporate plan highlights Mitacs’s planned activities, anticipated results, expected expenditures within the envelope of available funding, risk and mitigation strategies, and a description of performance monitoring strategies. The delivery forecasts presented are based on available funding, which is insufficient to maintain delivery at current levels. To keep pace with increasing demand for Mitacs programs among researchers and businesses, additional funding is required to sustain our innovation activity across Canada.

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

## 2. Objectives for 2020–21

### Overall objectives

By leveraging top domestic and international talent and using Mitacs programs to connect businesses and PSE institutions, Mitacs aims to:

- Improve Canada's competitiveness by helping companies meet R&D challenges and develop international research linkages
- Tailor solutions to meet the evolving needs of industry and society by building strong connections between the business and non-profit sectors and the PSE community
- Develop skills and deploy talent into companies and organizations by providing high-quality work-integrated learning opportunities to PSE students and postdoctoral fellows
- Boost entrepreneurship among Canadian start-ups by increasing access to global markets and sources of international investment

### Program-specific objectives

#### Accelerate

Accelerate offers experiential learning opportunities to college and university students as well as postdoctoral fellows (postdocs) by connecting and placing them with businesses, non-profit organizations and academic researchers across the country. The demand-driven research enabled through Accelerate internships increases industry participation in applied R&D, which encourages research commercialization for the scaled development of new products and services. The objectives of Accelerate for the upcoming fiscal year are to provide:

1. Host companies and organizations with access to cutting-edge research and skills
2. Post-secondary students and postdocs with valuable applied research experience in a private sector setting
3. Academic researchers with opportunities to collaborate with host organizations in industry

**7,900**

**Accelerate internships**  
Target number funded  
by ISED for 2020–21

Accelerate has a proven track record of building successful relationships across sectors and enables knowledge transfer between industry and researchers. As demand for Accelerate grows, Mitacs employs proven strategies to enhance program delivery and maintain a high-quality experience for participants. In 2020–21, Mitacs is confident in its ability to deliver 7,900 internships.

Over the course of the fiscal year, Mitacs will continue to offer various streams of the Accelerate program, which are able to cater to the different needs of sector partners and research participants. The **Accelerate Entrepreneur** stream supports student entrepreneurs through university- and non-university-linked incubators and accelerators. The **Accelerate Industrial Postdoc** internship provides a tailored experience for postdoc fellows who desire longer-term research funding. **Accelerate International** enables international and domestic students to conduct research with a Canadian or international company. The program helps to retain top talent by helping students grow their professional networks and equips them with the tools needed to thrive in the Canadian labour market. The **Accelerate College** stream was successfully launched in 2018–19. With 43 signed MOUs with colleges and polytechnic institutions across Canada, delivery of Accelerate internships to college and polytechnic students is expected to ramp up in 2020–21. Mitacs's new agreements with Natural Sciences and Engineering Research Council (NSERC), Colleges and Institutes Canada, and Colleges Ontario are intended to build awareness across the college community and to ensure that the program and its processes are accessible and well understood. As we continue to

develop the college stream of Accelerate, these new partnerships will help to generate input from the community to refine and improve the program's offerings.

### Elevate

Mitacs Elevate is a two-year research management training program and postdoctoral fellowship that nurtures the development of research management skills among fellows, who gain direct experience solving real-world industry problems. 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 career development, while providing the private sector with the expertise required to address pressing R&D challenges. The demand for and delivery of Elevate is expected to remain steady in the year ahead as Mitacs seeks to meet the following program objectives:

**200**

#### Elevate fellowships

Target number  
funded by ISED for  
2020–21

1. Improve the employability of postdoctoral fellows in their field
2. Increase retention of PhD holders in Canada and create a highly-effective talent pool ready to lead innovation
3. Increase opportunities for businesses to identify and engage with fellows and benefit from the wealth of ideas and solutions these young people bring
4. Connect researchers from academia and industry to develop innovative solutions to Canada's industrial and societal challenges

For each two-year Elevate fellowship, federal funding is matched by the corresponding provincial or university partner and is also backed with a contribution from the participating industry partner. Elevate fellows also have the opportunity to join in on large Accelerate cluster projects in order to put their professional skills and management training into immediate action as team leads and research managers.

### Globalink

Mitacs's Globalink programs — Globalink Research Internship (GRI), Globalink Research Award (GRA), and Globalink Graduate Fellowship (GGF) — build an active connection between Canada and international partners, establishing Canada as an international nexus for research excellence through the mobility of exceptional researchers. Over the past year, an unprecedented demand for Globalink has outstripped the funding resources Mitacs has available. However, given the importance of international exchange to support innovation, advanced research and business growth, Mitacs has been developing new mechanisms and co-fund options to meet program demands for the upcoming fiscal year.

**800**

#### Globalink Research Internships

Canada as an international nexus for research excellence through the mobility of exceptional researchers. Over the past year, an unprecedented demand for Globalink has outstripped the funding resources Mitacs has available. However, given the importance of international exchange to support innovation, advanced research and business growth, Mitacs has been developing new mechanisms and co-fund options to meet program demands for the upcoming fiscal year.

**1,360**

#### Globalink Research Awards

Mitacs Globalink attracts international talent to Canada to contribute to innovation activities. It also supports outbound student mobility, through which Canadian students can build global competencies and develop as global citizens better able to help Canada engage with the world and generate international economic relationships. The Globalink delivery targets for 2020–21 are 800 GRI, 1,360 GRA, and 150 GGF.

**150**

#### Globalink Graduate Fellowships

This year, Mitacs's suite of Globalink programs aim 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 highly-promising students from around the world to leverage 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

As Mitacs focuses on improving the sustainability of our international mobility programs, existing agreements with international partners will be strategically leveraged to meet the needs of Canada's innovation ecosystem. Globalink helps to fulfill Canadian research and talent needs by bringing top international students to work with Canadian academics on R&D projects in key priority areas, including clean technology, artificial intelligence, and agri-foods.

### Mitacs Entrepreneur International (MEI)

**200**

**MEI internships**  
Target number  
funded by ISED  
for 2020–21

With ISED's support, the MEI program was launched in September 2019. MEI is designed to help Canadian start-up companies housed in university-linked incubators or accelerators, commercialize internationally. MEI enables employees of start-ups to spend time hosted by a business incubator or

accelerator in a partner country to identify opportunities for commercializing products and services by exploring new markets, encouraging future investments, identifying potential partners and clients, and building stronger international partnerships. Held in Mitacs's partner countries and regions, the MEI program is provided for Canadian entrepreneurs who are seeking opportunities for exposure and potential investments from new international markets.

As the program enters its second year, the objectives are to:

1. Increase the number of overseas partnerships and opportunities for Canadian start-ups housed in university-linked incubators or accelerators
2. Increase the participation of Canadian start-ups in global value chains and facilitate access to new investment opportunities internationally

To achieve these objectives, Mitacs will provide 200 MEI internships, which will enable Canadian entrepreneurs to access the Mitacs network of bilateral international partnerships. Currently, Mitacs maintains agreements with countries and regions including Australia, Brazil, China, Columbia, the European

### Highlights of Mitacs's international agreements

#### United Kingdom — Mitacs-UK research mobility

**partnerships:** In October 2019, Mitacs and UK Research and Innovation (UKRI) officially launched a call under the newly formed *UK-Canada Globalink Doctoral Exchange Scheme*. Using the Mitacs GRA program as the launching platform, the integration of Mitacs programs with the research excellence of UKRI will ensure even greater collaboration between Canada and the UK. The Mitacs-UKRI agreement will co-fund approximately 400 doctoral student interns between Canada and the UK over a two-year period to incentivize international collaborations between leading institutions in the two countries. Additionally, Mitacs has also formalized an agreement with Universities UK International to play a unique role in supporting their international activities. This partnership has already generated over 300 undergraduate applications from the UK.

#### India — Mitacs-India comprehensive research mobility

**initiative:** In 2019, Mitacs and the Shastri Indo-Canadian Institute (SICI) signed a three-year agreement to support bilateral mobility of undergraduate and graduate-level researchers. This agreement will boost SICI's research network and broaden Mitacs's existing partnership with the All India Council for Technical Education (AICTE). Mitacs and the Science and Engineering Research Board (SERB) have also agreed to put into effect the academic and industrial mobility agreement signed in 2018. The three partnerships will provide a comprehensive mobility support mechanism for collaborative research opportunities between Canada and India covering all disciplines.

#### France — Mitacs-French universities partnership:

In 2019, Mitacs announced several new partnerships with French universities to enable student mobility to and from Canadian universities. These new partnerships include academic institutions located in pivotal regions of development across France, such as École Polytechnique, Université Grenoble Alpes, and Université de Lorraine. The goal is to strengthen ongoing collaborations between France and Canada to support innovation and retention of talent in sectors such as artificial intelligence, digital technologies, and sustainable development.

Commission, France, Hong Kong SAR, Germany, India, Israel, Japan, Korea, Mexico, Norway, Singapore, Taiwan, Tunisia, Ukraine, the United Kingdom, and the United States.

### 3. Planned activities and anticipated results

#### 3.1 Anticipated results

The federal government's ongoing support for the Accelerate, Elevate, Globalink, and MEI programs contributes to its broader commitment to fostering a more innovative Canada. The ISED-Mitacs partnership signifies an investment in advanced research and development, skills training, entrepreneurship, and international engagement geared toward strengthening collaborative networks between academia, industry, and government.

By leveraging provincial and partner contributions, ISED's \$80,744,180 contribution in 2020–21 for Mitacs programming will result in a **\$244,991,045** total investment. This includes \$131,660,584 from industry partners, \$28,987,200 from provincial governments, and \$3,599,081 from international partners.

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

##### *Short term*

- Increased annual number of Mitacs work-integrated learning opportunities for post-secondary students and postdoctoral fellows to 10,000 per year by 2021–22 from 4,401 in 2016–17 (all programs)
- 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 post-secondary students and postdoctoral fellows achieved through Mitacs work-integrated learning (all programs)

##### *Medium term*

- Increased research linkages with both domestic and international partners (all programs)
- Increased investment by participating companies in industrial research, development, and innovation (Accelerate and Elevate)
- Improved employability of post-secondary students and postdoctoral fellows in their field (all programs)
- Increased retention of domestic and international post-secondary students and postdoctoral fellows in Canada after completion of their studies (all programs)

With ISED's contribution to the MEI program, Mitacs anticipates accomplishing the following results:

##### *Short term*

- Increased number of overseas internship opportunities available to Canadian employees of start-ups housed in university-linked incubators and accelerators

##### *Medium term*

- Increased number of overseas partnerships and opportunities for Canadian start-ups housed in university-linked incubators and accelerators

### 3.2 Planned activities

Over the past 20 years, Mitacs has demonstrated its capacity to drive innovation by connecting companies, universities, and students, both in Canada and internationally. The adoption and improvement of our collaborative approach to innovation have enabled us to build a nexus of cooperation among different industry sectors, PSE institutions, international partners, and governments. In 2020–21, Mitacs plans to continue deepening and expanding relationships with partners by supporting projects and initiatives that fulfill industry needs, attract top talent, support entrepreneurs, and help bring about solutions to some of Canada’s most pressing business and social problems.

Mitacs recognizes that extending networks that foster collaboration is essential to realizing Canada’s potential and addressing its innovation needs. As such, each undertaking planned for the upcoming year is designed to maximize the potential for network building, idea creation, talent attraction and development, and business growth in Canada.

#### Proactive business development

The Business Development (BD) team at Mitacs drives connectivity with a personal touch, helping to maintain positive and mutually beneficial relationships among Mitacs’s partners. Currently, the BD team is comprised of 67 personnel, including account managers and directors. To support the growing Mitacs network, the BD team is expected to grow in regions across Canada (through the filling of vacant positions). Members of the BD team meet regularly with thousands of companies and organizations across the country and work closely with the academic community to identify pressing research challenges that can be addressed through cross-sector collaboration.

Mitacs’s approach to business development will continue to be proactive in the upcoming fiscal year. In order to strengthen existing relationships with industry partners, Mitacs is building sector expertise to better support industry partners. As we seek to meet the R&D and talent needs of businesses, the BD team has evolved to include account managers whose primary focus is developing relationships with specific companies in targeted sectors. Specifically, we have dedicated BD directors and specialists focused on deepening relationships within high-priority areas, such as artificial intelligence, quantum computing, Indigenous engagement, and social innovation.

Furthermore, Mitacs adopts a co-funded BD model to efficiently support organizations and academic institutions in our network. Co-funded BD roles help to maximize coordination within the innovation ecosystem, reduce redundancy of efforts, and better enable companies to navigate the spectrum of programs and opportunities available to them. Currently, Mitacs has 27 BD resources co-funded by our partner institutions, including academic institutions across Canada, industry partners and other organizations working in the innovation ecosystem.

*The Mitacs Business Development team has proved an invaluable collaborator in our efforts to recruit talent. Through a dedicated Mitacs Account Manager, we can communicate our research needs regularly and feel confident that, through their direct pipeline into the universities across the country, they are able to help us identify and hire skilled interns who will be the right fit for our organization in a timely manner [...] Their role is so important in this regard, that we dedicated a whole stream of our internships to them.*

*Eirene Seiradaki, PhD  
Director, Research Partnerships  
Borealis AI | RBC Institute for Research*

### Extend national partnerships

Since inception, Mitacs has developed and maintained partnerships with universities, research organizations, and associations across Canada. To date, we have 71 recognized university partners, and since the launch of the college pilot for Accelerate, we have signed agreements with 43 colleges and polytechnics throughout the country.

In the year ahead, Mitacs will extend and strengthen relationships with relevant stakeholders to identify opportunities for program expansion and improvement. Maintaining open communication with academic and research networks helps to ensure that Mitacs programs and objectives are in line with the priorities and goals of partners. New memoranda of understanding (MOUs) with NSERC, Colleges and Institutes Canada, and Ontario Colleges will help to spread awareness about the college stream of Mitacs Accelerate and open up new avenues for engagement with students and academics doing applied research at college and polytechnic institutions.

### Provide excellence in program delivery

The Programs Department at Mitacs functions to ensure the continual improvement and evolution of Mitacs programming. In the year ahead, to ensure the continued delivery of high-quality programs and participant experiences, Mitacs will develop a quality assurance framework to monitor and assess the different group experiences of participants and identify areas in need of improvement. Mitacs will continue to streamline and optimize program delivery with the use of new technology designed to help guide and improve participants' experiences.

### Deliver training

Professional development skills training will remain a core part of all Mitacs programming. In 2020–21 Mitacs expects to host over 200 courses across the country for program interns and fellows. Training courses are offered in-person and online to ensure accessibility and convenience for participants. New entrepreneurial skills training programs are being piloted, in partnership with different universities, to support the development of entrepreneurial thinking among graduate students. The entrepreneurship training curriculum is intended to provide students with an intensive experience that increases their knowledge and ability to evaluate markets and commercialize their inventions. Opportunities to partner with leading organizations in artificial intelligence, IP literacy and digital skills are being explored.

### Support entrepreneurship

Recognizing the strong association between entrepreneurship and innovation, Mitacs will continue offering the Accelerate Entrepreneur program, which enables student-founded companies, supported by

## Highlights of new MOUs

**NSERC-Mitacs agreement:** Mitacs has renewed an MOU with the Natural Sciences and Engineering Research Council (NSERC) to strengthen our existing relationship. These changes align with recent programmatic changes at NSERC and the expansion of Mitacs Accelerate to colleges. The renewal affirms our desire to increase opportunities for post-secondary students and doctoral fellows to participate in collaborative research projects with industry and not-for-profit partners. Working together with NSERC will help to reduce the administrative burden on our applicants by developing coordinated application processes for compatible Mitacs and NSERC programs.

**CICan-Mitacs agreement:** Mitacs has signed an MOU with Colleges and Institutes Canada (CICan) to formalize a relationship based on the mutual goal of supporting quality research-based work-integrated learning opportunities for Canadian college, CEGEP, and polytechnic students. The new agreement establishes a cooperative relationship that functions to increase academic and industry research collaborations across Canada.

**Colleges Ontario-Mitacs agreement:** A new MOU between Colleges Ontario and Mitacs seeks to encourage rural and northern economic development throughout Ontario by providing greater access to quality research and development collaborations. This agreement signals a commitment to enhance the caliber and pool of applied research and innovation projects involving colleges and small businesses in Ontario. Joint promotional activities and communication will help to spread awareness among college students and local industries that can benefit from research-based work-integrated learning internships.

business incubators at universities, to receive funding for collaborative projects with university researchers. By maintaining a connection with university incubators, Mitacs is able to identify ways to support start-up companies through the development and improvement of existing entrepreneur-focused initiatives. For instance, Mitacs will continue to promote the new MEI program within this network to help start-up companies grow and gain international connections for learning and investment. Currently, Mitacs maintains strong programmatic relations with 67 university-linked incubators and accelerators.

### **Deepen international partnerships**

Having built an expansive network of 32 international partners who invest in our international programming, Mitacs will focus on deepening relationships with these partners in the year ahead in order to facilitate more beneficial bilateral linkages that bring needed talent and expertise into Canada from other innovation hubs around the world. Given the high demand for innovation talent within Canada, Mitacs aims to strengthen the inbound talent stream of our Globalink programs. Updates to our GRA program structure will be implemented to better connect our university partners with the international parties best positioned to fulfill the R&D and specialized talent needs of Canadian researchers.

### **Strengthen Indigenous engagement**

Since the launch of Mitacs's Indigenous Engagement Strategy in 2018, Mitacs has been working with Indigenous Works to build and implement inclusion strategies to improve access to our programs by Indigenous students and Indigenous host companies. In 2020–21, we anticipate strengthening engagement efforts by working more closely with Indigenous communities and Indigenous businesses to understand and identify their needs for skills training, R&D, and work-integrated learning opportunities. Mitacs now has dedicated personnel focused on building relationships with Indigenous businesses and organizations, with an emphasis on fostering Indigenous-led innovation and growth.

### **Improve equity, diversity, and inclusion**

Mitacs believes that diversity of thought, ideas, cultures, geographies, and perspectives is essential to a vibrant and inclusive Canada. As part of our commitment to improving diversity as an organization and among Mitacs program participants, in the year ahead, Mitacs seeks to adopt and commence the implementation of a multi-pronged approach to improving equity and diversity, particularly among four underrepresented groups: women, visible minorities, people with disabilities, and Indigenous peoples. Mitacs has defined a three-pillar approach which focuses on shaping organizational culture to support inclusive best practices, assessing and mitigating barriers to participation experienced by underrepresented groups, and extending partnerships to encourage and support community stakeholders in their efforts to advance equity, diversity, and inclusion across Canada.

### **Support social innovation**

Mitacs is developing a social innovation strategy to support social enterprises and other social-purpose organizations in establishing projects and ventures that aim to create positive social impact. These projects might address local environmental concerns, promote economic equity and inclusion, or address specific needs faced by historically disadvantaged communities. To support the government's efforts to foster social innovation in Canada, Mitacs seeks to address identified gaps and challenges by equipping social-purpose organizations with the skills and talent they need to develop and adopt social innovations, facilitating evidence and knowledge sharing, and spreading awareness about social R&D projects and entrepreneurship ventures.

## 4. Planned expenditures for 2020–21

### 4.1 Accelerate planned expenditures

**Table 1: Planned Accelerate expenditures for 2020–21**

Expenditures	2020/21 ISED	%	Accelerate Program Expenditures	%	Inkind (Note 1)	Total
<b>Accelerate Internships (#)</b>	<b>7900</b>		<b>7900</b>			<b>7900</b>
<b>Direct Research Awards</b>						
Accelerate Awards	\$ 48,561,278		\$ 116,059,319			\$ 116,059,319
Research support (industry in-kind) (note1)					\$ 59,250,000	\$ 59,250,000
Student Mobility	\$ 200,000		\$ 200,000			\$ 200,000
Student Training	\$ 2,654,739		\$ 2,654,739			\$ 2,654,739
<b>Total Direct Research Awards</b>	<b>\$ 51,416,017</b>	<b>85%</b>	<b>\$ 118,914,058</b>	<b>85%</b>	<b>\$ 59,250,000</b>	<b>\$ 178,164,058</b>
<b>Program Delivery Costs</b>	<b>\$ 8,728,109</b>	<b>15%</b>	<b>\$ 20,971,213</b>	<b>15%</b>	<b>\$ -</b>	<b>\$ 20,971,213</b>
Program Management	\$ 270,492		\$ 644,028			\$ 644,028
Research Management and Evaluation	\$ 955,840		\$ 2,275,809			\$ 2,275,809
Business Development	\$ 3,107,873		\$ 7,399,699			\$ 7,399,699
Corporate Services	\$ 4,393,905		\$ 10,461,677			\$ 10,461,677
Amortization	\$ -		\$ 190,000			\$ 190,000
<b>Total Accelerate Expenditures</b>	<b>\$ 60,144,126</b>	<b>100%</b>	<b>\$ 139,885,271</b>	<b>100%</b>	<b>\$ 59,250,000</b>	<b>\$ 199,135,271</b>

*Note 1 - It is estimated that the Accelerate partner contributes \$7,500 per internship of in-kind research costs*

*Note 2 - \$57,000,000 ISED grant is allocated from the new Contribution Agreement.*

*Note 3 - \$3,000,000 ISED grant is allocated to Training. An additional \$989,255 is estimated to be unspent from prior years.*

Mitacs Accelerate is a multidisciplinary initiative that offers hands-on industry training to college and university students and postdocs. While this hands-on approach affects the program's administration and program delivery costs, Accelerate remains within the 15 percent allowable for total contractual overhead as prescribed in the ISED funding agreement (Table 1). 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 when an internship is eligible. This occurs when there is:
  - Research approval of research project
  - Identification of eligible intern
  - Signed acceptance of research project and corresponding financial commitment to the research project
- Funds are sent to universities and colleges for eligible internships upon confirmation of student information including start dates and receipt of the partner organization's funds
- At the end of an internship, institutions submit accounting of internship funds to Mitacs

#### 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

- Completed documentation and necessary signatures
- Funds are distributed upon scientific approval of the project, receipt of all documentation, and signatures
- At the conclusion of the project, universities and colleges submit accounting for the research project to Mitacs

## 4.2 Elevate planned expenditures

**Table 2: Planned Elevate Expenditures for 2020–21**

Expenditures	2020/21 ISED (Note 2)	%	Elevate Program Expenditures	%	In-kind (Note 1)	Total
<b>Elevate internship projects (#)</b>	<b>200</b>		<b>200</b>			<b>200</b>
<b>Elevate Awards</b>						
Elevate Fellowships (one year)	\$ 5,965,405		\$ 12,006,000			\$ 12,006,000
Research support (industry in-kind)					\$ 6,000,000	\$ 6,000,000
Training	\$ 619,000		\$ 619,000			\$ 619,000
<b>Total Direct Research Awards</b>	<b>\$ 6,584,405</b>	<b>88%</b>	<b>\$ 12,625,000</b>	<b>85%</b>	<b>\$ 6,000,000</b>	<b>\$ 18,625,000</b>
<b>Program Delivery Costs</b>						
<b>Program Delivery Costs</b>	<b>\$ 919,345</b>	<b>12%</b>	<b>\$ 2,204,118</b>	<b>15%</b>		<b>\$ 2,204,118</b>
Program Management	\$ 156,605		\$ 372,870			\$ 372,870
Research Management and Evaluation	\$ 68,555		\$ 163,227			\$ 163,227
Business Development	\$ 271,655		\$ 646,798			\$ 646,798
Corporate Services	\$ 422,530		\$ 1,006,024			\$ 1,006,024
Amortization	\$ -		\$ 15,200			\$ 15,200
<b>Total Elevate Expenditures</b>	<b>\$ 7,503,750</b>	<b>100%</b>	<b>\$ 14,829,118</b>	<b>100%</b>	<b>\$ 6,000,000</b>	<b>\$ 20,829,118</b>

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

**Note 2** - \$7,500,000 ISED grant is allocated from the new Contribution Agreement. An additional \$81,202 is estimated to be unspent from prior years.

Mitacs administers funds for Elevate as stated in Table 2. It 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
  - 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 3: Planned Globalink expenditures for 2020–21**

Expenditures	Targets	2020/21 ISED	%	Total Expenditures	%	In-kind (Note 1)	Total
<b>Direct Research Awards</b>							
Globalink Research Internships (Commitments Summer Cohort 2021)	800	\$ 3,802,310		\$ 7,200,000		\$ 2,400,000	\$ 9,600,000
Globalink Research Awards	1360	\$ 3,871,477		\$ 8,160,000			\$ 8,160,000
Globalink Graduate Fellowships	150	\$ 2,394,587		\$ 2,253,000			\$ 2,253,000
Training		\$ 106,400		\$ 106,400			\$ 106,400
<b>Total Direct Research Awards</b>		<b>\$ 10,174,774</b>	<b>85%</b>	<b>\$ 17,719,400</b>	<b>78%</b>	<b>\$ 2,400,000</b>	<b>\$ 20,119,400</b>
<b>Program Delivery Costs</b>		<b>\$ 1,745,060</b>	<b>15%</b>	<b>\$ 5,030,528</b>	<b>22%</b>	<b>\$ -</b>	<b>\$ 5,030,528</b>
Program Management		\$ 301,809		\$ 862,310			\$ 862,310
Research Management and Evaluation		\$ 149,868		\$ 428,194			\$ 428,194
Business Development		\$ 359,460		\$ 1,027,028			\$ 1,027,028
Corporate Services		\$ 933,923		\$ 2,668,353			\$ 2,668,353
Amortization		\$ -		\$ 44,643			\$ 44,643
<b>Total Globalink Expenditures</b>		<b>\$ 11,919,834</b>	<b>100%</b>	<b>\$ 22,749,928</b>	<b>100%</b>	<b>\$ 2,400,000</b>	<b>\$ 25,149,928</b>

*Note 1 - It is estimated that the university partners contribute \$3,000 per GRI internship of in-kind research costs*

*Note 2 - \$10,500,000 ISED grant is allocated from the new Contribution Agreement. An additional \$443,634 is estimated to be unspent from prior years as well as utilizing estimated interest of \$976,200*

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

- 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
  - Complete documentation and signature of the Mitacs Award Letter
- Interns are required to open a Canadian bank account where Mitacs deposits the funds via electronic funds transfer 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 are 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 Graduate Fellowships

- 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
- Complete documentation and signature of the terms and conditions of acceptance letter
- Funds are distributed to the student for the first term<sup>2</sup>
- Funds are distributed to the student for the second term 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
  - Complete documentation and necessary signatures
- Funds are distributed upon scientific approval of the research project, receipt of all documentation, and signatures
- At the conclusion of the research project, universities submit accounting for the research project to Mitacs

## 4.4 MEI planned expenditures

**Table 4: Planned MEI expenditures for 2020–21**

Expenditures	Targets	2020/21 ISED	%	Total Expenditures	%	In-kind	Total
<b>Direct Research Awards</b>							
Mitacs Entrepreneur International	200	\$ 1,001,090		\$ 1,000,000		\$ -	\$ 1,000,000
<b>Total Direct Research Awards</b>		<b>1,001,090</b>	<b>85%</b>	<b>\$ 1,000,000</b>	<b>72%</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>
<b>Program Delivery Costs</b>		<b>\$ 175,380</b>	<b>15%</b>	<b>\$ 393,222</b>	<b>28%</b>	<b>\$ -</b>	<b>\$ 393,222</b>
Program Management		\$ 30,332		\$ 67,404			\$ 67,404
Research Management and Evaluation		\$ 15,062		\$ 33,471			\$ 33,471
Business Development		\$ 36,126		\$ 80,280			\$ 80,280
Corporate Services		\$ 93,860		\$ 208,577			\$ 208,577
Amortization		\$ -		\$ 3,490			\$ 3,490
<b>Total Mitacs Entrepreneur International Expenditures</b>		<b>\$ 1,176,470</b>		<b>\$ 1,393,222</b>		<b>\$ -</b>	<b>\$ 1,393,222</b>

*Note 1 - \$1,000,000 ISED grant from the Contribution Agreement for fiscal 2020-21 as well as an additional \$323,540 is estimated to be unspent from prior years.*

- 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:
  1. Mitacs’s approval of an application for a travel grant through MEI
  2. Provision of complete documentation and signatures with an application
  3. Signed written agreement with a participating start-up that includes acceptance of terms and conditions for the travel grant and corresponding financial commitments
- 80 percent of the grant funds are distributed to the start-up company upon approval, after all required documentation, including the signed written agreement, is received

<sup>2</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.

- At the conclusion of the travel, the start-up submits a final report, financial report, and exit survey, and upon receipt and review of actual spending, Mitacs releases the remaining grant amount for eligible expenses

## 5. Anticipated funding from other sources

### 5.1 Accelerate funding support from other sources

**Table 5: Accelerate funding support 2020–21**

Accelerate Funding Support 2020-21	
<b>ISED - Accelerate (Note 1)</b>	\$ 57,091,176
<b>ISED - Training</b>	\$ 3,052,950
Provincial Funders	\$ 24,494,000
Partners	\$ 55,520,584
Partners (In-kind)	\$ 59,250,000
<b>Total</b>	<b>\$ 199,408,709</b>

*Note 1 - \$60,000,000 ISED grant is allocated from the new Contribution Agreement. An additional \$989,255 is estimated to be unspent from prior years.*

### 5.2 Elevate funding support from other sources

**Table 6: Elevate funding support 2020–21**

Elevate Fellowships	
<b>ISED (Note 1)</b>	\$ 7,503,750
Partners	\$ 6,003,000
Partners (In-kind)	\$ 6,000,000
Provincial Funders	\$ 1,723,200
<b>Total</b>	<b>\$ 21,229,950</b>

*Note 1 - \$7,500,000 ISED grant is allocated from the new Contribution Agreement. An additional \$81,202 is estimated to be unspent from prior years.*

### 5.3 Globalink funding support from other sources

**Table 7: Globalink funding support 2020–21**

Funding Source - Estimated	
Globalink Funding Support 2020-21	
<b>ISED (Note 1)</b>	<b>\$ 11,919,834</b>
International Partners	\$ 3,599,081
Provincial Partners	\$ 2,770,000
University Partners	\$ 2,487,000
University (In-kind)	\$ 2,400,000
<b>Total</b>	<b>\$ 23,175,915</b>

**Note 1** - \$10,500,000 ISED grant is allocated from the new Contribution Agreement.

### 5.4 MEI funding support from other sources

**Table 8: MEI funding support 2020–21**

MEI Funding Support 2020-21	
<b>ISED (Note 1)</b>	<b>\$ 1,176,470</b>
<b>Total</b>	<b>\$ 1,176,470</b>

**Note 1** - \$1,000,000 ISED grant from the Contribution Agreement for fiscal 2020/21 as well as an additional \$323,540 is estimated to be unspent from prior years.

## 6. Risk assessment and mitigation strategies

The following risks and corresponding mitigation strategies have been identified for the Accelerate, Elevate, Globalink, and MEI programs over the 2020–21 fiscal year.

**Table 9: Accelerate and Elevate risk assessment and mitigation strategies**

Risk assessment	Mitigation strategy
Demand for the program exceeds available funding.	As we expect to deliver over 10,000 internships this fiscal year (2019–20), with demand still growing, Mitacs is seeking additional funding in order to meet this growing demand in the coming fiscal years.
Provincial contributions lag behind 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.
Information systems are outdated, slowing pace and impacting efficiency of delivery.	New information systems and software platforms continue to be implemented across all Mitacs programs to improve administrative and operational efficiency as well as enhance the client experience.

**Table 10: Globalink risk assessment and mitigation strategies**

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 Mitacs’s 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.
Demand for various streams of the program exceeds available funding and resources.	Mitacs is seeking alternative cost-share and funding options to ensure the continuity of the inbound stream of Globalink programming.

**Table 11: MEI risk assessment and mitigation strategies**

Risk assessment	Mitigation strategy
As this is a new program, fulfilling internship targets for 2020–21 may be a challenge.	Focused marketing and outreach campaigns will be launched, leveraging existing Mitacs innovation networks, including relationships with incubators and accelerators across the country.
Short program development timelines may necessitate changes to internal processes to efficiently sustain the launch and smooth delivery of the program.	Program workflow and clear accountabilities have been developed internally, building on best practices for similar programs. Review and assessments of internal processes will be ongoing and areas in need of improvement to mitigate workflow and administrative inefficiencies will be addressed.

## 7. Ongoing performance monitoring strategies

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Mitacs's 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.

Through the implementation of comprehensive monitoring strategies across its programs, Mitacs is able to collect, analyze, and report on outcomes and impacts. More specifically, Mitacs's performance measurement strategies provide consistent 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, exit surveys are revised regularly to verify they remain the most valid tools in gathering short-term and intermediate outcomes.

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

### **Longitudinal surveys**

Longitudinal surveys are the primary tool for capturing the long-term effects of Mitacs programs. These surveys highlight outcomes such as employability, career prospects, industry investment in R&D and innovation, and increased attraction and retention of graduate students in Canada. In addition to measuring the short-term outcomes of internships through regular exit surveys, Mitacs will undertake three follow-up longitudinal surveys in 2020–21, as detailed below.

### **Economic Impact Initiative**

Mitacs will continue work on its Economic Impact Initiative to further enhance its understanding of the long-term impacts of Mitacs internships on the economy. The initiative will continue in the coming year with projects to enhance current data collection methods and comparative analysis. This year's projects will include analysis on human capital development, cost-benefit case studies, a value-for-money assessment, and input-output modelling of Mitacs expenditures.

### **7.1 Accelerate**

As noted above, the Evaluation team will undertake a follow-up survey to better understand the career trajectories of former Accelerate interns. Data collection will be completed by the end of the 2019–20 fiscal year and a final report will be produced in the first quarter of 2020–21. The Accelerate Intern Career follow-up survey will provide important insights on former interns and how their Mitacs work-integrated learning experience impacted their career development. In addition to the Accelerate Intern Career follow-up survey, we will also undertake a follow-up survey of Accelerate Industry Partners. The goal of this survey is to identify longer-term outcomes of Mitacs projects with an emphasis on economic impacts. The partner follow-up survey will be launched in the first quarter of 2020–21 and data collection and analysis should be completed over the course of the year.

### 7.2 Elevate

Elevate fellows continue to benefit from cross-disciplinary networking and peer-learning opportunities that they might not otherwise have in their careers. Similar to the Accelerate Intern Career Survey noted above, former Elevate fellows will be surveyed to better understand their career trajectory since completing their Mitacs projects. In addition, a follow-up survey of Elevate industry partners will be disseminated with the Accelerate Partner Survey in early 2020–21. The purpose of the survey is to determine the long-term effects for partner organizations as a result of their participation in the Mitacs Elevate fellowship.

### 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 an increasing focus on enhancing monitoring and performance measurement strategies. In addition to regular exit surveys, a longitudinal follow-up survey of GRI students was conducted in the winter of 2020. The findings will be analyzed and used to gauge progress against key indicators and inform program improvements. In addition, a follow-up survey of GRA students will also be undertaken in the coming fiscal year.

### 7.4 MEI

The MEI program was successfully launched in the fall of 2019. The Evaluation team will employ various methods to monitor and report on program performance of MEI including final reports and exit surveys involving participants and Canadian and international host incubators.

## 8. Annual program cash flow requirements 2020–21

Based on available funding, current delivery and forecasts, Mitacs estimates the following cash flow as evidenced in the table below.

Cash Flow	
Accelerate	\$ 57,000,000
Training	\$ 3,000,000
Globalink	\$ 10,500,000
Elevate	\$ 7,500,000
MEI	\$ 1,000,000
<b>Total</b>	<b>\$ 79,000,000</b>

## 9. Statement of amounts owing to the Crown

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

### Appendix A: Mitacs university partners

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#### Full partners

Carleton University  
Concordia University  
Dalhousie University  
École de Technologie Supérieure  
McGill University  
McMaster University  
Polytechnique Montréal  
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 Western Ontario  
University of Windsor  
York University

#### Associate partners

HEC Montréal  
Institut national de la recherche scientifique  
Lakehead University  
Laurentian University  
OCAD University  
Ontario Tech University  
Thompson Rivers University  
Trent University  
Université de Moncton

Université du Québec à Trois-Rivières  
University of Lethbridge  
University of Victoria  
University of Winnipeg  
Vancouver Island University  
Wilfrid Laurier University

#### Honorary partners

Acadia University  
Adler University  
Athabasca University  
Bishop's University  
Brandon University  
Brock University  
Canadian Mennonite University  
Cape Breton University  
Concordia University of Edmonton  
Emily Carr University of Art + Design  
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  
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  
Université TÉLUQ  
University of Northern British Columbia

### Appendix B: Colleges with signed Mitacs MOUs

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Algonquin College of Applied Arts and  
Technology  
Assiniboine Community College  
Bow Valley College  
British Columbia Institute of Technology  
Campus Notre-Dame-de-Foy  
Canadian Memorial Chiropractic College  
Capilano University, North Shore Campus  
Cégep André-Laurendeau  
Cégep de Sainte-Foy  
Cégep régional de Lanaudière  
Centennial College  
Collège Boréal d'arts appliqués et de  
technologie  
Collège Lionel-Groulx  
College of the North Atlantic  
Collège Rosemont  
Conestoga College Institute of Technology and  
Advanced Learning  
Douglas College  
Durham College  
Fanshawe College of Applied Arts and  
Technology  
George Brown College  
Institut de tourisme et d'hôtellerie du Québec  
(ITHQ)  
Kwantlen Polytechnic University

Lakeland College  
Lambton College of Applied Arts and  
Technology  
Loyalist College  
Manitoba Institute of Trades and Technology  
New Brunswick Community College  
NorQuest College  
North Island College  
Nova Scotia Community College  
Olds College  
Red Deer College  
Red River College of Applied Arts, Science and  
Technology  
Saskatchewan Polytechnic  
Selkirk College  
Seneca College  
St. Lawrence College  
Humber College Institute of Technology and  
Advanced Learning  
Mohawk College of Applied Arts & Technology  
Northern Alberta Institute of Technology  
Sheridan College Institute of Technology and  
Advanced Learning  
Southern Alberta Institute of Technology  
Yukon College

## Appendix C: Mitacs international partners

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

## Appendix D: Mitacs approved incubators for MEI

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

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

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