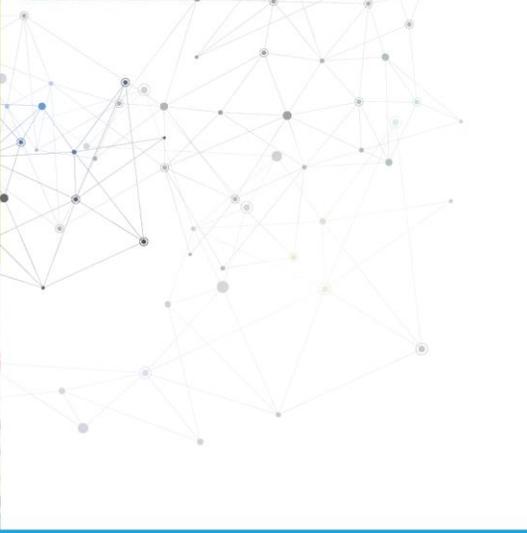


# 2021-22 Corporate plan

For Innovation, Science and  
Economic Development Canada



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# 1. Introduction

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Mitacs supports Canadian productivity by connecting key players in the innovation ecosystem, including small businesses, large enterprises, post-secondary institutions, not-for-profit organizations, and students. Mitacs fosters growth and innovation in Canada by solving business challenges with research solutions from academic institutions. Our activities are guided by 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.

Our work in the year ahead will be strongly influenced by two significant factors, which are discussed below: our ongoing efforts to support an inclusive economic recovery for Canada, and a renewal of our strategic plan. Mitacs enters the final year of our current agreement with ISED on track to deliver on its commitments, and we look forward to continuing our partnership in the years ahead.

### **The pandemic and economic recovery**

The Covid-19 pandemic has created unprecedented challenges for Canada, including for our innovation ecosystem. For the past year, Mitacs has been focused on helping academic and industry partners navigate the subsequent economic crisis. We launched new programs to address emerging needs and, with increased financial support and flexibilities from ISED, we increased our delivery by more than 50 percent. We have prioritized our support for small and medium-sized enterprises (SMEs), which have been disproportionately affected by the pandemic, as well as the availability of work-integrated learning opportunities to more students, many of whom are struggling during the pandemic to gain the work experience they need to launch their careers.

The new programs we launched in recent months were made possible because of the generous additional funding and expanded eligibilities granted by ISED in response to the pandemic. While these additional capabilities have greatly enhanced our ability to respond to the crisis, they are also time limited. Under our current agreements, the funding and program flexibilities conclude this fiscal year and are therefore not included in our plans for 2021–22.

### **Strategic planning for the next five years**

This year, Mitacs is developing a new strategic plan, which will set out a vision to guide our work in the years ahead by setting renewed organizational objectives. We are developing this plan together with our stakeholders, partners, and staff, all of whom have contributed meaningful input through a series of engagement activities. Notable findings from these discussions include a recognition that Mitacs has a role to play in supporting a broader range of innovation-related activities, and a responsibility to ensure inclusive innovation, which both serves and benefits from diverse communities. The renewed strategic plan — which will be completed in the coming months — will identify key long-term objectives and clarify Mitacs's role in supporting innovation in the years ahead.

### Goals for 2021–22 (based on confirmed federal funding)

Mitacs anticipates delivery of 13,950 internships in 2021–22, distributed through our core programs as follows:

- Accelerate: 11,150
- Elevate: 600
- Globalink: 2,050
- MEI: 150

The plan that follows describes our corporate objectives for 2021–22, planned activities, and expected results, as well as the expected financial implications of these activities. It is important to emphasize that these anticipated activities are based on current confirmed ISED funding and not on the total demand for our programs we see in the Canadian innovation ecosystem.

## 2. Objectives for 2021–22

### Overall objectives

Mitacs's core objective is to enhance productivity in Canada, in particular by deploying talent, building networks, and supporting the development and application of ideas. In support of this overall objective, Mitacs programs are designed to:

- Improve Canada's competitiveness by helping companies meet R&D challenges and develop international research linkages.
- Support 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 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

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 2021–22, Mitacs is confident in its ability to deliver 11,150 Accelerate internships.

Over the course of the fiscal year, Mitacs will continue to offer various streams of the Accelerate program that will 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 longer term research funding tailored for postdoc fellows. **Accelerate International** enables international and domestic students to conduct research with a Canadian or international company. This program helps to retain top international talent by helping students grow professional networks in Canada and develop skills and knowledge relevant to the Canadian labour market.

### Elevate

Mitacs Elevate is a one- to 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 private and non-profit sector organizations, 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 employers 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:

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 Elevate fellowship, federal funding is matched by a 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. The delivery target for Elevate in 2021–22 is 600 internship units.

### 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. Mitacs Globalink helps to attract and retain 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 2021–22 are 1,400 GRI, 500 GRA, and 150 GGF.

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 collaboration
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 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)**

The MEI program was launched in September 2019 to help Canadian start-up companies housed in university-linked incubators or accelerators commercialize internationally. MEI enables employees of start-ups to spend time at a business incubator or accelerator in a partner country to help them identify new commercialization opportunities, such as investments, business partners, and customers. In response to the pandemic and in order to ease the burden on start-ups, Mitacs will support MEI projects without matched funding from the participating company for the coming year.

In the coming year, Mitacs aims to provide 150 MEI internships in order to meet the following objectives:

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

## **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 \$95.2-million contribution in 2021–22 for Mitacs programming will result in a **\$324.7-million** total investment. This includes \$178.3 million from industry partners, \$48.4 million from provincial governments, and \$2.9 million 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 13,950 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

For more than 20 years, Mitacs has demonstrated its capacity to drive innovation by connecting companies, academia, 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 2021–22, 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.

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

Mitacs believes that inclusion is necessary for increased prosperity. In the year ahead, as part of our commitment to improving the diversity of both our organization and of Mitacs program participants, Mitacs seeks to adopt a new EDI strategy that will underpin program delivery and help ensure that innovation benefits all. A set of principles has been endorsed by the Mitacs Board and a corporate EDI strategy is currently in development (with support from the Diversity Institute at Ryerson University) that we expect to be officially adopted and implemented in the year ahead.

### **Strengthen Indigenous engagement**

Mitacs has been actively engaged in working with Indigenous partners for several years and remains committed to increasing program delivery that supports the goals of truth and reconciliation. In 2021–22, we will work closely with Indigenous communities and Indigenous businesses to understand and identify their needs for skills training, R&D, and work-integrated learning opportunities, and remove barriers to participation. Mitacs now has dedicated personnel in the business development and account management teams focused on building relationships with Indigenous businesses and organizations, with an emphasis on fostering Indigenous-led innovation and growth.

### **Proactive business development**

The Business Development (BD) team at Mitacs plays a key role in establishing productive networks among its academic and non-academic partners. 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. The team is continually expanding across the country to meet demand for Mitacs programs and related supports.

In order to strengthen existing relationships with industry partners, the BD team is expanding its roster of account managers, who are focused on developing relationships within strategic sectors and with key industry players. Mitacs continues to grow its model of embedding co-funded BDs with our most important partner organizations — including government departments and agencies such as NSERC and GAC — to more closely coordinate innovation services.

### **Extend national partnerships**

Mitacs prioritizes the development and strengthening of partnerships with post-secondary institutions, research organizations, and industry associations across Canada. Mitacs has formal partnerships across Canada's university system, and we have been rapidly growing our partnerships with colleges and polytechnics since the launch of the college pilot for Accelerate (full lists of partners are available in Appendixes A and B). In the year ahead, Mitacs will look to expand our strategic partnerships in pursuit of new opportunities that support our mission. Maintaining open communication with academic and industry networks helps to ensure that Mitacs maintains alignment with the priorities and goals of partners.

### **Provide excellence in program delivery**

The Programs department at Mitacs functions to ensure the continual improvement and evolution of Mitacs programming. Mitacs has established a quality assurance framework modelled after ISO quality management principles. In the year ahead, to ensure the continued delivery of high-quality programs and participant experiences, Mitacs will continue implementing the quality assurance framework to monitor and

assess the different group experiences of participants and to 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.

### **Support social innovation**

Mitacs's social innovation strategy is building organizational capacity to support projects that introduce novel and deliberate pathways for communities of people to make progress on one or more of the United Nations sustainable development goals. Mitacs has a long history of supporting social innovation type projects in all of its program streams but this deliberate focus will help to better understand how to help these projects succeed and drive impact in priority areas such as economic equity and inclusion, environment and the effects of the pandemic on Canadian 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 initiatives with the expertise and talent they need to create impact for their community, facilitating evidence and knowledge sharing, and spreading and spreading awareness about projects and initiatives that are creating social impact in Canada.

### **Deliver training**

Skills training will remain a core part of all Mitacs programming. In 2021–22 Mitacs will continue to host courses across the country for program interns and fellows — in person or online as we are able, in compliance with pandemic guidelines. Entrepreneurship training programs in partnership with Canadian universities are 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 also being explored.

### **Support entrepreneurship**

Recognizing the strong association between entrepreneurship and innovation, Mitacs will continue to support start-up companies through the development and improvement of existing entrepreneur-focused initiatives, including the Entrepreneur stream of Accelerate, which enables student-founded companies supported by business incubators at universities, to receive funding for collaborative projects with university researchers. Mitacs will also continue to deliver entrepreneur-focused training initiatives and 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 (a full list of MEI partner incubators is available in Appendix D).

### **Deepen international partnerships**

Having built an expansive network of international partners who invest in our international programming, Mitacs will focus on deepening relationships with these partners in priority areas in the year ahead (a full list of international partners is available in Appendix C). These partnerships help bring needed talent and expertise into Canada from other innovation hubs around the world, as well as connect Canada's innovation hubs with cutting-edge research in their own countries. Moreover, our international partners are committed to working with Mitacs to maintain momentum in our cooperation by facilitating virtual internships while the global pandemic restricts travel.

## 4. Planned expenditures for 2021–22

### 4.1 Accelerate planned expenditures

**Table 1: Planned Accelerate expenditures for 2021–22**

Expenditures	2021/22 ISED	%	Accelerate Program Expenditures	%	Inkind (Note 1)	Total
<b>Accelerate Internships (#)</b>	<b>11150</b>		<b>11150</b>			<b>11150</b>
<b>Direct Research Awards</b>						
Accelerate Awards	\$ 62,533,281		\$ 163,249,980			\$ 163,249,980
Research support (industry in-kind) (note1)					\$ 83,625,000	\$ 83,625,000
Student Mobility	\$ 300,000		\$ 300,000			\$ 300,000
Student Training	\$ 2,364,939		\$ 2,364,939			\$ 2,364,939
<b>Total Direct Research Awards</b>	<b>\$ 65,198,220</b>	<b>86%</b>	<b>\$ 165,914,919</b>	<b>87%</b>	<b>\$ 83,625,000</b>	<b>\$ 249,539,919</b>
<b>Program Delivery Costs</b>						
Program Management	\$ 390,620		\$ 952,733			\$ 952,733
Research Management and Evaluation	\$ 1,028,886		\$ 2,509,477			\$ 2,509,477
Business Development	\$ 3,603,754		\$ 8,789,643			\$ 8,789,643
Corporate Services	\$ 5,427,417		\$ 13,237,602			\$ 13,237,602
Amortization	\$ -		\$ 210,796			\$ 210,796
<b>Total Accelerate Expenditures</b>	<b>\$ 75,648,897</b>	<b>100%</b>	<b>\$ 191,615,170</b>	<b>100%</b>	<b>\$ 83,625,000</b>	<b>\$ 275,240,170</b>

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

Mitacs Accelerate is a multidisciplinary program that offers hands-on industry training to college and university students and postdocs. While this hands-on approach affects the program's administration and 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:

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities and/or expenses are incurred by Mitacs, specifically when an internship is determined to be eligible. This occurs when there is:
  - approval of the project; and
  - identification of an eligible intern; and
  - signed acceptance of the 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 a summary of the use of funds to Mitacs.

#### Accelerate International

- ISED contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:

- approval of the project; and
- completed documentation and necessary signatures.
- Funds are distributed upon research approval of the project, receipt of all documentation, and signatures.
- At the conclusion of the project, universities and colleges submit a summary of the use of funds to Mitacs.

## 4.2 Elevate planned expenditures

**Table 2: Planned Elevate Expenditures for 2021–22**

Expenditures	2021/22 ISED (Note 2)	%	Elevate Program Expenditures	%	Inkind (Note 1)	Total
Elevate internship projects (#)	600		600			600
<b>Elevate Awards</b>						
Elevate Fellowships (one year)	\$ 5,643,761		\$ 12,000,000			\$ 12,000,000
Research support (industry in-kind)					\$ 6,000,000	\$ 6,000,000
<b>Total Direct Research Awards</b>	<b>\$ 5,643,761</b>	<b>88%</b>	<b>\$ 12,000,000</b>	<b>85%</b>	<b>\$ 6,000,000</b>	<b>\$ 18,000,000</b>
<b>Program Delivery Costs</b>						
Program Management	\$ 134,610		\$ 384,601			\$ 384,601
Research Management and Evaluation	\$ 50,527		\$ 144,363			\$ 144,363
Business Development	\$ 245,015		\$ 700,041			\$ 700,041
Corporate Services	\$ 326,087		\$ 931,677			\$ 931,677
Amortization	\$ -		\$ 11,343			\$ 11,343
<b>Total Elevate Expenditures</b>	<b>\$ 6,400,000</b>	<b>100%</b>	<b>\$ 14,172,025</b>	<b>100%</b>	<b>\$ 6,000,000</b>	<b>\$ 20,172,025</b>

*Note 1 - It is estimated that the Elevate partner contributes \$10,000 per internship of in-kind research costs*

Mitacs administers funds for Elevate as stated in Table 2. It is allocated as follows for one year of a two-year fellowship:

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities and/or expenses are incurred by Mitacs, specifically upon:
  - research approval of the Elevate proposal; and
  - complete documentation and signatures; and
  - signed acceptance of the 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 a summary of the use of funds to Mitacs.

## 4.3 Globalink planned expenditures

**Table 3: Planned Globalink expenditures for 2021–22**

Expenditures	Targets	2021/22 ISED	%	Total Expenditures	%	Inkind (Note 1)	Total
<b>Direct Research Awards</b>							
Globalink Research Internships (Commitments Summer Cohort 2022)	1400	\$ 7,511,191		\$ 12,600,000		\$ 4,200,000	\$ 16,800,000
Globalink Research Awards	500	\$ 1,362,290		\$ 3,000,000			\$ 3,000,000
Globalink Graduate Fellowships	150	\$ 1,940,520		\$ 2,250,000			\$ 2,250,000
<b>Total Direct Research Awards</b>		<b>\$ 10,814,001</b>	<b>86%</b>	<b>\$ 17,850,000</b>	<b>81%</b>	<b>\$ 4,200,000</b>	<b>\$ 22,050,000</b>
<b>Program Delivery Costs</b>							
Program Management		\$ 378,690		\$ 860,658			\$ 860,658
Research Management and Evaluation		\$ 149,795		\$ 340,444			\$ 340,444
Business Development		\$ 288,092		\$ 654,756			\$ 654,756
Corporate Services		\$ 997,318		\$ 2,266,631			\$ 2,266,631
Amortization		\$ -		\$ 29,223			\$ 29,223
<b>Total Globalink Expenditures</b>		<b>\$ 12,627,896</b>	<b>100%</b>	<b>\$ 22,001,712</b>	<b>100%</b>	<b>\$ 4,200,000</b>	<b>\$ 26,201,712</b>

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

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

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities and/or expenses are incurred by Mitacs, specifically upon:
  - approval of the student and professor match; and
  - complete documentation and signature of the Mitacs Award Letter.
- For internships requiring travel:
  - 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, if applicable.
- For virtual internships:
  - Interns are required to have an international bank account that accepts Canadian wire transfers or online money transfers.
  - Funds are distributed internationally to the intern upon confirmation of the internship start date with funds accessible by the intern by the confirmed internship start date.
- 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

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - receipt of graduate studies acceptance letter; and
  - confirmation that graduate program is research-based; and
  - confirmation of student registration; and
  - complete documentation and signature of the terms and conditions of acceptance letter.
- Funds are distributed to the student for the first term.<sup>1</sup>
- Funds are distributed to the student for the second term upon confirmation of student enrollment.
- Mitacs issues tax slips to student for funds provided by Mitacs in previous tax years.
- For inbound students:
  - Interns are required to have an international bank account that accepts Canadian wire transfers or online money transfers.
  - Funds are distributed internationally to the intern upon confirmation of the internship start date with funds accessible by the intern by the confirmed internship start date.
- For outbound students:
  - Funds will be disbursed to the universities.
  - At the conclusion of the research project, universities must submit a summary of the use of funds to Mitacs.

### Globalink Research Awards

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities and/or expenses are incurred by Mitacs, specifically upon:
  - Scientific research approval of the research project; and
  - complete documentation and necessary signatures.
- Funds are distributed upon scientific research approval of the research project, receipt of all documentation, and signatures.
- For inbound students:
  - Interns are required to have an international bank account that accepts Canadian wire transfers or online money transfers.
  - Funds are distributed internationally to the intern upon confirmation of the internship start date with funds accessible by the intern by the confirmed internship start date.
- For outbound students:
  - Funds will be disbursed to the universities.
  - At the conclusion of the research project, universities must submit a summary of the use of funds to Mitacs.

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<sup>1</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.

## 4.4 MEI planned expenditures

**Table 4: Planned MEI expenditures for 2021–22**

Expenditures	Targets	2021/22 ISED	%	Total Expenditures	%	Inkind	Total
<b>Direct Research Awards</b>							
Mitacs Entrepreneur International	150	\$ 442,016		\$ 899,400		\$ -	\$ 899,400
<b>Total Direct Research Awards</b>		<b>442,016</b>	<b>85%</b>	<b>\$ 899,400</b>	<b>76%</b>	<b>\$ -</b>	<b>\$ 899,400</b>
<b>Program Delivery Costs</b>		<b>\$ 75,139</b>	<b>15%</b>	<b>\$ 280,264</b>	<b>24%</b>	<b>\$ -</b>	<b>\$ 280,264</b>
Program Management		\$ 15,687		\$ 58,099			\$ 58,099
Research Management and Evaluation		\$ 6,205		\$ 22,982			\$ 22,982
Business Development		\$ 11,934		\$ 44,200			\$ 44,200
Corporate Services		\$ 41,313		\$ 153,010			\$ 153,010
Amortization		\$ -		\$ 1,973			\$ 1,973
<b>Total Mitacs Entrepreneur International Expenditures</b>		<b>\$ 517,155</b>		<b>\$ 1,179,664</b>		<b>\$ -</b>	<b>\$ 1,179,664</b>

*Note 1 - \$1,305,264 is estimated to be unspent from prior years. No contribution will be made for 2021-22.*

- Contributions are treated as restricted contributions and deferred upon recognition.
- Revenue is recognized when liabilities are incurred by Mitacs, specifically upon:
  - approval of an application for a travel grant through MEI; and
  - provision of complete documentation and signatures with an application; and
  - 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.
- 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 2021–22**

Funding Source - Estimated	
Accelerate Funding Support 2021-22	
ISED - Accelerate (Note 1)	\$ 73,075,000
ISED - Training	\$ 2,573,897
Provincial Funders	\$ 42,358,767
Partners	\$ 77,424,996
Partners (In-kind)	\$ 83,625,000
<b>Total</b>	<b>\$ 279,057,660</b>

*Note 1 - \$68,900,000 ISED grant is allocated from the new Contribution Agreement. An additional \$3,866,784 is estimated to be unspent from prior years. Expected interest is \$457,567.*

*Note 2 - \$3,000,000 ISED grant is allocated to Training.*

#### Leveraging

ISED's contribution of \$75,648,897 in 2021-22 to Accelerate will result in a \$279,057,660 investment (including \$83,625,000 partner in-kind).

### 5.2 Elevate funding support from other sources

**Table 6: Elevate funding support 2021–22**

Funding Source - Estimated	
Elevate Funding Support 2021-22	
ISED (Note 1)	\$ 6,400,000
Partners	\$ 6,000,000
Partners (In-kind)	\$ 6,000,000
Provincial Funders	\$ 2,324,880
<b>Grand Total</b>	<b>\$ 20,724,880</b>

*Note 1 - \$4,800,000 ISED grant is allocated from the new Contribution Agreement. An additional \$1,587,869 is estimated to be unspent from prior years. Expected interest is \$46,115.*

#### Leveraging

ISED's Canada's contribution of \$6,400,000 in 2021-22 will result in a \$20,724,880 investment (including partner \$6,000,000 in-kind).

## 5.3 Globalink funding support from other sources

**Table 7: Globalink funding support 2021–22**

Funding Source - Estimated		
<b>Globalink Funding Support 2021-22</b>		
ISED (note 1)		\$ 12,627,896
International Partners		\$ 2,850,000
Provincial Partners		\$ 3,696,720
University Partners		\$ 1,000,040
University (In-kind)		\$ 4,200,000
<b>Grand Total</b>		<b>\$ 24,374,656</b>

*Note 1 - \$3,300,000 ISED grant is allocated from the new Contribution Agreement. An additional \$9,310,702 is estimated to be unspent from prior years. Expected interest is \$167,856.*

### Leveraging

ISED's contribution of \$12,627,896 in 2021-22 will result in a \$24,374,656 investment (including \$4,200,000 in-kind).

## 5.4 MEI funding support from other sources

**Table 8: MEI funding support 2021–22**

Funding Source - Estimated		
<b>MEI Funding Support 2021-22</b>		
ISED (note 1)		\$ 517,155
<b>Grand Total</b>		<b>\$ 517,155</b>

*Note 1 - \$1,305,264 is estimated to be unspent from prior years. No contribution will be made for 2021-22.*

### Leveraging

ISED's contribution of \$517,155 in 2020-21 will result in a \$517,155 investment.

## 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 2021–22 fiscal year.

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

Risk assessment	Mitigation strategy
Demand for the program exceeds available Funding. Without additional funding, Mitacs will have to slow down activity.	As we expect to deliver over 15,000 internships this fiscal year (2020–21), with demand still growing, Mitacs is seeking additional funding in order to meet this growing demand in the coming fiscal years.
Contributions in some provinces 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.
The pandemic and resulting economic and workplace challenges may make it difficult for potential host organizations to participate in Mitacs programs.	Mitacs continues to work with governments and other organizations to provide a discount for SMEs. In addition, we are evaluating programmatic rules (e.g., time spent at host organization or doing internships remotely) to balance program outcomes with flexibility for participants.

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

Risk assessment	Mitigation strategy
The ongoing Covid-19 pandemic continues to make international travel uncertain and universities are still not at full capacity in terms of in-person research activities, which can make it challenging to support student internships.	Mitacs is offering Globalink internships virtually for the 2021–22 year and is working towards ensuring that any virtual internship experience is still designed to fulfill desired program outcomes.
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.
Increasing demand for the program across a growing number of international partners exceeds available funding and resources.	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. Also, Mitacs is seeking alternative cost-share and funding options.
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**Table 11: MEI risk assessment and mitigation strategies**

Risk assessment	Mitigation strategy
The global pandemic and international travel restrictions have disrupted the early momentum that we gained in market during the first year of the program. As a result, initial targets are unlikely to be met.	We are working with ISED to revise the program parameters based on pilot year feedback. We are eliminating the matching requirements for next year, we are working to expand our list of eligible incubators and accelerators, and we are seeking the ability to support startups that have not yet incorporated.

## 7. Ongoing performance monitoring strategies

Mitacs is committed to upholding best-in-class evaluation practices to support corporate learning, inform decision-making, and ensure accountability. These evaluation activities allow Mitacs to establish the relevance and impacts of its programming and to make improvements accordingly. Under the current circumstances brought by the COVID-19 pandemic, the ability to monitor and adapt its programs has become crucial for Mitacs.

The implementation of a comprehensive monitoring strategy plays a significant role in helping Mitacs collect, analyze, and report on outcomes and impacts. Through its performance measurement strategy, Mitacs receives consistent feedback on each program’s effectiveness based on a range of key indicators gathered through various sources.

The performance measurement strategy in place provides Mitacs with insight into the benefits and deficiencies of its initiatives. The knowledge gathered supports Mitacs efforts to build better programs and to effectively communicate the outcomes of Accelerate, Elevate, Globalink, MEI, and BSI to its stakeholders. In the upcoming year, Mitacs will remain dedicated to demonstrating the short, intermediate, and long-term results of its programming.

### Exit surveys

Exit surveys are the instrument allowing Mitacs to collect information immediately after the completion of the research projects. Exit surveys currently collect data on a range of indicators, including satisfaction, experience, skill development and short-term outcomes. To ensure their alignment with the performance measurement strategy, exit surveys are revised regularly to verify they remain the most valid tools in gathering immediate and intermediate outcomes.

### Longitudinal surveys

The long-term effects of Mitacs programs are primarily captured through the longitudinal surveys. These surveys highlight outcomes such as employability, career prospects, industry investment in R&D and innovation,

commercialization, and increased attraction and retention of graduate students in Canada. In addition to the regular exit surveys, Mitacs will undertake three follow-up longitudinal surveys in 2021–22, 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 cost-benefit case studies and a value-for-money assessment.

### **7.1 Accelerate**

Building on the success of the first Accelerate career survey launched during the fiscal year 2020-21, Mitacs will relaunch this survey for a new cohort during the 2021-22 fiscal year. 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 parallel to the Accelerate Intern Career follow-up survey, we will lead a second launch of the 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.

### **7.2 Elevate**

Elevate provides postdoctoral fellows with the opportunity to address complex challenges through a research management curriculum with a duration of up to two years. Similar to Accelerate, former Elevate fellows, as well as industry partners, will be surveyed during the 2021-22 fiscal year. These surveys will help Mitacs get insights into the long-term effects of the Elevate fellowship on former participants.

### **7.3 Globalink**

The current public health situation that has resulted in travel restrictions significantly affected the delivery of the Globalink suite of programs. In consequence, the number of exit surveys administered has decreased. Despite these challenges, the demand for the program continues to grow and Mitacs continues to collaborate with national and international partners in the design and implementation of new initiatives fostering cooperation and innovation. As the program evolves, there is an increasing focus on enhancing monitoring and performance measurement strategies. In the winter of 2021, a second follow-up survey of GRI students will be conducted. The findings will be analyzed and used to gauge progress against key indicators and inform program improvements. In addition, instruments currently in place will be reviewed and adapted accordingly.

### **7.4 MEI**

Successfully launched in the fall of 2019, the MEI program supports student entrepreneurs to explore new business development opportunities in international markets. Similar to Globalink, the pandemic has prevented participants' ability to travel abroad. As the program delivery resumes normal activities, the Evaluations team will review the 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 2021–22

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

Cash Flow	
Accelerate	\$ 68,900,000
Training	\$ 3,000,000
Globalink	\$ 3,300,000
Elevate	\$ 4,800,000
MEI	\$ -
<b>Total</b>	<b>\$ 80,000,000</b>

### 9. Statement of amounts owing to the Crown

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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  
Memorial University of Newfoundland  
McGill University  
McMaster University  
Ontario Tech University  
Polytechnique Montréal  
Queen's University  
Ryerson University  
Simon Fraser University  
Université de Montréal  
Université de Sherbrooke  
Université du Québec à Montréal  
Université du Québec à Trois-Rivières  
Université Laval  
University of Alberta  
University of British Columbia  
University of Calgary  
University of Guelph  
University of Manitoba  
University of New Brunswick  
University of Ottawa  
University of Regina  
University of Saskatchewan  
University of Toronto  
University of Waterloo  
University of Western Ontario  
University of Windsor  
York University

#### Associate partners

HEC Montréal  
Institut national de la recherche scientifique  
Lakehead University  
Laurentian University  
Ontario College of Art & Design  
Thompson Rivers University  
Trent University

Université de Moncton  
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  
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  
St. Thomas University  
Trinity Western University  
Université du Québec à Chicoutimi  
Université du Québec à Rimouski  
Université du Québec en Abitibi-Témiscamingue  
Université du Québec en Outaouais  
Université Sainte-Anne  
Université TÉLUQ  
University of Northern British Columbia  
University of Prince Edward Island  
Yukon University

### Appendix B: Colleges with signed Mitacs MOUs

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Algonquin College of Applied Arts and Technology	Collège Montmorency
Assiniboine Community College	College of the North Atlantic
Bow Valley College	Collège Rosemont
British Columbia Institute of Technology	Conestoga College Institute of Technology and Advanced Learning
Cambrian College of Applied Arts and Technology	Dawson College
Campus Notre-Dame-de-Foy	Douglas College
Canadian College of Naturopathic Medicine	Durham College
Canadian Memorial Chiropractic College	Fanshawe College of Applied Arts and Technology
Canadore College	George Brown College
Capilano University, North Shore Campus	Georgian College of Applied Arts and Technology
Cégep André-Laurendeau	Grande Prairie Regional College
Cégep de Jonquière	Humber College Institute of Technology and Advanced Learning
Cégep de la Gaspésie et des Îles	Institut de tourisme et d'hôtellerie du Québec (ITHQ)
Cégep de la Pocatière	Justice Institute of British Columbia (JIBC)
Cégep de Lévis-Lauzon	Kwantlen Polytechnic University
Cégep de l'Outaouais – campus Félix-Leclerc	Lakeland College
Cégep de Rimouski	Lambton College of Applied Arts and Technology
Cégep de Rivière-du-Loup	Langara College
Cégep de Sainte-Foy	Loyalist College
Cégep de Saint-Hyacinthe	Manitoba Institute of Trades and Technology
Cégep de Saint-Jérôme	Mohawk College of Applied Arts & Technology
Cégep de Shawinigan	New Brunswick Community College
Cégep de Sherbrooke	NorQuest College
Cégep de Thetford	Northern Alberta Institute of Technology
Cégep de Trois-Rivières – Innofibre	North Island College
Cégep du Vieux Montréal	Nova Scotia Community College
Cégep Edouard-Montpetit	Olds College
Cégep John Abbott College	Red Deer College
Cégep Limoilou	Red River College of Applied Arts, Science and Technology
Cégep Marie-Victorin	Saskatchewan Polytechnic
Cégep régional de Lanaudière	Selkirk College
Cégep Saint-Jean-sur-Richelieu	Seneca College
Centennial College	Sheridan College Institute of Technology and Advanced Learning
Champlain Regional College – St. Lambert	
Collège Boréal d'arts appliqués et de technologie	
Collège d'Alma	
Collège de Maisonneuve	
Collège Lionel-Groulx	

## 2020–21 Corporate Plan

For Innovation, Science and Economic Development Canada

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Southern Alberta  
Institute of Technology  
St. Clair College  
St. Lawrence College  
The Board of Governors of Lethbridge College  
Vanier College

## Appendix C: Mitacs international partners

Country/Region	Partner organization
Australia	Universities Australia
Wallonia (Belgium)	Wallonie-Bruxelles International
Brazil	Universidade de Sao Paulo CAPES Araucaria Foundation FAPESP
China (PRC)	China Scholarship Council CSTEC
Colombia	MINCIENCIAS (formerly Colciencias)
France	Inria Université Grenoble Alpes Université de Lorraine Université de Bordeaux École Polytechnique France-Canada Research Fund Consortium Embassy of France to Canada
Germany	DAAD Julich (HelmHoltz Association) KIT (Helmholtz Association) Aachen University (via the NRC-Mitacs-Aachen partnership)
Hong Kong SAR	Hong Kong University Hong Kong Polytechnic University
India	All India Council for Technical Education (AICTE) Shastri Indo-Canadian Institute (SICI)
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 SEP Universidad Tecnológica El Retoño (UTR)
Singapore	National Research Foundation
Taiwan	Gloria NCKU
Tunisia	Ministry of Higher Education & Scientific Research Medtech
Ukraine	Ministry of Education & Science
United Kingdom	U.K. Research and Innovation (UKRI) Universities UK International (UUKi)
United States	Fulbright Canada
European Union	European Commission MSCA-Rise informal agreement

## Appendix D: Mitacs approved incubators for MEI

Incubator	Affiliation
Accélérateur de création d'entreprises technologiques (ACET)	Université de Sherbrooke
Accélérateur entrepreneurial Desjardins (AED)	Université de Sherbrooke
Accelerator Centre	University of Waterloo
Agility	University of Lethbridge
BioMedical Zone	Ryerson University
Brilliant Catalyst	Ontario Tech University
Brock LINC	Brock University
Bureau de soutien à l'entrepreneuriat (BSE)	Polytechnique Montréal
Calgary Technologies Inc/Platform Calgary	University of Calgary
Carrefour d'entrepreneuriat et d'innovation (CEI)	Université du Québec à Trois-Rivières
Centech	École de technologie supérieure
Centre Assomption de recherche et de développement en entrepreneuriat (CARDE)	University of Moncton
Centre d'entrepreneuriat et d'essaimage (CEE)	Université du Québec à Chicoutimi
Centre d'entrepreneuriat Poly-UdeM	Polytechnique Montréal Université de Montréal
Centre for Digital Media	UBC/SFU/BCIT/Emily Carr
Centre for Social Enterprise	Memorial University
Centre québécois d'innovation en biotechnologie (CQIB)	Université du Québec
Clean Energy Zone	Ryerson University
Coast Capital Savings Innovation Centre	University of Victoria
Coast Capital Savings Venture Connection	Simon Fraser University
Creative Destruction Lab - Halifax	Dalhousie University
Creative Destruction Lab - Toronto	University of Toronto
Cultiv8	Dalhousie University
District 3	Concordia University
DMZ	Ryerson University
Dunin-Deshpande Queen's Innovation Centre	Queen's University
e@UBC	University of British Columbia
e@UBCO	University of British Columbia - Okanagan
eHUB	University of Alberta
eHub	University of Ottawa
Emera ideaHUB	Dalhousie University
EngInE	McGill University
Entrepreneuriat Laval	Université Laval
Epic Innovations/EPICentre	University of Windsor
Epp Peace Incubator	University of Waterloo

<b>Incubator</b>	<b>Affiliation</b>
Espace-inc	Regional
Fashion Zone	Ryerson University
Forge	McMaster University
Genesis Centre	Memorial University
GreenHouse	University of Waterloo
HATCH	University of British Columbia
Hatchery	University of Toronto
Health Innovation Hub (H2i)	University of Toronto
Hunter Hub for Entrepreneurial Thinking	University of Calgary
iBoost Zone	Ryerson University
ICUBE	University of Toronto (Mississauga)
Impact Centre	University of Toronto
Ingenuity	Lakehead University
Innovacorp	Dalhousie University
Innovation Factory	McMaster University
Innovation Park	Queen's University
Invest Ottawa	University of Ottawa
Island Sandbox	Cape Breton University
Jim Fielding Innovation and Commercialization Space	Laurentian University
LaunchPad	Wilfrid Laurier University
Lead to Win/CIAP	Carleton University
Legal Innovation Zone	Ryerson University
Life Sciences Innovation Hub (Innovate Calgary)	University of Calgary
Memorial Centre for Entrepreneurship	Memorial University of Newfoundland
NextAI	HEC Montréal
Norman Newman Centre for Entrepreneurship, LaunchPad	Dalhousie University
North Forge Technology Exchange	University of Manitoba
Notman House	McGill University
Planet Hatch	University of New Brunswick
Propel	Western University
Rural Innovation Centre	Acadia University
Saint Mary's Entrepreneurship Centre/Spark Centre	Saint Mary's University
Science Discovery Zone	Ryerson University
ShiftKey Labs	Dalhousie University
Social Venture Zone	Ryerson University
SPK	Regional
StFX Innovation Hub	St. Francis Xavier University
Student Innovation Centre	University of Alberta
SURGE	Dalhousie University
TEC Edmonton	University of Alberta

<b>Incubator</b>	<b>Affiliation</b>
The J Herbert Smith Centre for Technology Management & Entrepreneurship	University of New Brunswick
The Foundry	Laurentian University
Transmedia Zone	Ryerson University
University of Alberta Health Accelerator	University of Alberta
UTEST	University of Toronto
Velocity Science	University of Waterloo
Venture Labs	Simon Fraser University
Volta	Saint Mary's University
WatCo - Waterloo Commercialization Office	Waterloo
Western Accelerator	Western University
YSpace	York University