CORPORATE
PLAN

2022-2023

Mitacs

For Innovation, Science and Economic Development

Contents

1. Introduction

Mitacs is dedicated to promoting high-quality research and innovation by building linkages between post-secondary institutions and industry across all academic disciplines to further research, train the next generation of innovators, help address challenges faced by small- and medium-sized enterprises (SMEs), and foster the overall growth and success of Canada's innovation ecosystem.

Our activities are guided by three core priorities:

- We nurture talent through innovation internships where students and postdocs apply their research skills to solve real-world problems and address business challenges across the continuum of innovation.
- We drive innovation through collaborative partnerships that link expertise in our post-secondary institutions and networks to needs in industry and society.
- We build partnerships and networks nationally and internationally that strengthen Canada's innovation ecosystem and make it more inclusive.

Mitacs is committed to strengthening core programming and ensuring new initiatives are implemented with quality in mind. Our work in the year ahead will be strongly influenced by two significant factors:
- Our ongoing efforts to strengthen innovation and improve productivity to support an inclusive economic recovery for Canada.
- Our commitment to the implementation of Mitacs's new strategic plan and the vision, mission, and purpose that drive our organization.

This corporate plan is provided in accordance with the Mitacs-ISED contribution agreement that covers program delivery of the Accelerate, Business Strategy Internship (BSI), Elevate, Globalink, and Mitacs Entrepreneur International (MEI) programs (ISED Project #945-513763) and the MEI amendment agreement (ISED Project # 950-512476). Through our renewed partnership and five-year agreement with Innovation, Science and Economic Development Canada we look forward to continuing to work together in the years ahead.

The pandemic and economic recovery
The COVID-19 pandemic created unprecedented challenges for Canada, our small- and medium-sized enterprises (SMEs), and our innovation ecosystem. As we continue to navigate waves of the pandemic, businesses will require additional support to succeed in this new reality. In 2022-23, Mitacs will support Canadian SMEs by providing access to programs and partnerships to help solve the most pressing business challenges of our time. Mitacs will also increase opportunities and access to work-integrated learning for students, many of whom continue to struggle to gain the work experience they need to launch their careers. In the year ahead, we will continue working to remove barriers to access and ensure our programs are accessible to all Canadians as part of our commitment to equity, diversity, and inclusion.

Our commitment to a new strategic plan
Over the past year, we have worked hard to craft a new strategic plan that embodies the vision, mission, and purpose of our organization.

Vision – Canadian innovation will create change that transforms the world.

Purpose – Mitacs empowers Canadian innovation through partnerships that deliver solutions to our most pressing problems. We drive economic growth, productivity, and meaningful change to improve quality of life for all Canadians.

Mission – Mitacs is a catalyzing force in the Canadian innovation ecosystem. We will build a world-class, diverse community of innovators through our collaborative model, attracting and deploying top talent to industry and matching need with expertise to create ambitious solutions to real-world challenges.

In consultation with our staff and key stakeholders, we have considered our goals and objectives for future success and explored new possibilities for the role Mitacs will play in driving industrial and social innovation. The result is a vision of Mitacs working to build a stronger, more inclusive innovation ecosystem through student internships, partnerships, and networks. Our success will be built by fostering and supporting partnerships between academic institutions, industry, and social organizations. Our new strategy lays out an ambitious future for Mitacs with the overarching goal of helping create a better Canada and transform the world.

Goals for 2022–23 (based on confirmed federal funding)
Mitacs anticipates delivery of **19,030** internships in 2022-23, distributed through our core programs as follows:

- Accelerate: 13,500
- Business Strategy Internship (BSI): 1,350
- Elevate: 700
- Globalink (includes GRI, GRA, and GGF): 3,450
- Mitacs Entrepreneur International (MEI): 30

Note: 71% of program delivery is anticipated to be through the Accelerate program stream.

The document that follows outlines our corporate objectives for 2022–23, planned activities, 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 2022–23

2.1 Annual objectives for 2022-23

For 2022–23, we present five core objectives:

- Expand BSI and college delivery to advance a continuum of innovation and support innovation projects beyond R&D
- Enhance delivery on sector priorities by building strong connections between businesses, not-for-profits, and the post-secondary education community
- Develop and begin implementation of a renewed international strategy, which will include enhanced international programs and offerings and ensure we are attracting and retaining needed global talent into Canada's innovation ecosystem

- Continue to reduce barriers and ensure equitable access to Mitacs programs while enhancing relations with Indigenous partners and participants
- Develop a comprehensive skills strategy to bolster Canada's economic recovery and serve as a foundation for future training and skills development activities that will build skills for innovation

2.2 Program objectives

Accelerate

The Accelerate program offers research-based internships to students, recent graduates, and postdoctoral fellows enrolled in Canadian universities and colleges. Interns collaborate with eligible for-profit and not-for-profit organizations, hospitals, municipalities, and academic researchers. Accelerate internships increase applied research collaboration and knowledge transfer between students, industry, and university and college researchers.

1. Provide for-profit and not-for-profit organizations with access to cutting-edge research and talent.
2. Provide interns, including those from equity-deserving groups, with research-based, work-integrated learning opportunities.
3. Provide post-secondary researchers with opportunities to integrate real-world challenges and solutions into their research programs.
4. Enhance the skills of participating interns through training and networking opportunities.
5. Promote and support access to equity-deserving groups to foster inclusive innovation.

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 2022–23, Mitacs is confident in its ability to deliver **13,500** Accelerate internships.

In addition to the core Accelerate program noted above, over the course of the fiscal year, Mitacs will continue to offer additional streams of the Accelerate program that will cater to the different needs of sector partners and research participants:

- **Accelerate Entrepreneur** supports students, recent graduates, and postdoctoral entrepreneurs to conduct a research-based internship for their start-up company. The training supports intern-owned start-ups to acquire skills and experience to grow their business by linking them with eligible incubators or accelerators and academic researchers in Canada.
- **Accelerate Explore** offers internships to students, recent graduates, and postdoctoral researchers enrolled in Canadian universities and colleges for the opportunity to collaborate with eligible organizations and academic researchers to assess innovation needs and formulate an innovation roadmap, within priority sectors.
- **Accelerate International** enables students and postdoctoral fellows at universities and colleges to conduct a research-based, work-integrated learning experience with a Canadian (to Canada) or an international (from Canada) organization.

Business Strategy Internship (BSI)
The Business Strategy Internship program offers an innovation-based internship to students, recent graduates, and postdoctoral fellows enrolled in Canadian universities and colleges. Interns collaborate with eligible for-profit and not-for-profit organizations, hospitals, municipalities, and academic supervisors. The internships help organizations innovate across various aspects of their business including products, services, processes, marketing, business strategies, and IP management while also providing the intern with experiential learning.

1. Support collaborative innovation activities to generate knowledge and its transfer between academic and non-academic sectors.
2. Strengthen the exploitation and ownership of intellectual property for for-profit and not-for-profit organizations.
3. Support the creation and ownership of intellectual property in Canada.
4. Provide interns, including those from equity-deserving groups, with innovation-based, work-integrated learning.
5. Enhance the skills of participating interns through training and networking opportunities.

The delivery target for BSI in 2022−23 is **1,350** internships.

Elevate
The Elevate program is a two-year research fellowship with a structured skills training program for postdoctoral fellows at Canadian universities. This program aims to develop the skills of participating fellows by offering direct experience with eligible for-profit and not-for-profit organizations, hospitals, municipalities, and academic researchers. The program also provides the partner organizations with the expertise required to address pressing R&D challenges.

1. Support the research of highly qualified postdoctoral fellows to strengthen research and innovation results in Canada.
2. Enhance the skills of participating fellows through structured training and networking opportunities.
3. Provide for-profit and not-for-profit organizations with access to cutting-edge research and talent.

For 2022–23, the Elevate target is **700** internships**.**

Globalink
Globalink Research Award (GRA) is an international collaborative research program for senior undergraduates, graduate students, and postdoctoral fellows between Canada and Mitacs's eligible partner countries and regions. Academic researchers in Canada and abroad jointly supervise an intern's research project while building global research networks in priority areas.

1. Ensure mobility of research talent between Canada and our global partners to build international research networks.
2. Support Canadian academic institutions in the achievement of their strategic research objectives.
3. Offer Canadian students the opportunity to gain international research experience and increase their cross-cultural learning and exposure.
4. Enhance the skills of participating interns through training and networking opportunities.

The **Globalink Research Internship** (GRI) program supports international undergraduate students from Mitacs's eligible partner countries and regions with a research-based work-integrated learning experience at a Canadian university. The program aims to build strong links between Canada and international partners through research

mobility internships, including developing student skills, networks and engagement with academic researchers and the Canadian post-secondary education system.

1. Attract top international undergraduate talent to Canada for a research-based internship in an academic setting.
2. Support research programs of Canadian academics through engagement with and recruitment of international talent.
3. Encourage high-calibre students to come back to Canada for graduate school.
4. Increase awareness of Canada as a research destination.
5. Enhance the skills of participating interns through training, mentorship, and networking opportunities.

The **Globalink Graduate Fellowship** (GGF) program provides scholarship support to GRI alumni to return to Canada and enroll in a graduate research degree program. Globalink Graduate Fellowship aims to attract and retain international talent in Canada.

1. Provide financial support for Globalink interns to return to Canada for graduate research education.
2. Enhance the international research talent pipeline to support Canadian academic research programs.
3. Enhance the skills of participating interns through training and networking opportunities.

For 2022–23, the Globalink targets are: **700** GRA; **2,550** GRI; and **200** GGF.

Mitacs Entrepreneur International (MEI)
The Mitacs Entrepreneur International program supports full-time employees, founders, or owners of eligible start-up companies linked to incubators or accelerators at Canadian post-secondary institutions with international networking opportunities. The grant supports connecting Canadian start-ups with host incubators abroad to create linkages and explore opportunities for international market expansion and potential new sources of investment to support scaling their companies.

1. Increase the number of international partnerships and opportunities for Canadian entrepreneurs located in university- and college-linked incubators or accelerators.
2. Increase the participation of Canadian entrepreneurs in global value chains and facilitate access to new investment opportunities internationally.

For 2022–23, Mitacs aims to provide **30** MEI internships.

3. Planned activities and anticipated results

3.1 Expected results

The federal government's ongoing support for the Accelerate, BSI, Elevate, Globalink, and MEI programs contributes to its broader commitment to fostering a more innovative Canada. The ISED-Mitacs partnership is a testament to our shared goal of investing in advanced research and development, skills training, entrepreneurship, and international engagement while strengthening collaborative networks between academia, industry, and government.

By leveraging provincial and partner contributions, ISED's contribution of $175.8 million in 2022–23 for Mitacs programming will result in a **$333.7 million** total investment. This includes $102.4 million from industry partners, $50.8 million from provincial and territorial governments, $3.9 million from international partners, and $573,844 from international partners.

With ISED's support, Mitacs anticipates the Accelerate, BSI, Elevate, and Globalink programs will accomplish the following immediate and intermediate results:

Immediate
- Students, graduates, and start-ups have access to Work-Integrated Learning opportunities through Mitacs
- Participation in Mitacs programs fosters the potential for collaboration between academia and industry, across sectors

Intermediate
- Scientific knowledge and investments in R&D are enhanced as a result of the internships
- Post-secondary students and postdoctoral fellows who have completed an internship improve their skills and on-the-job experience

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

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

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

3.2 Planned activities
In 2022–23, Mitacs will continue to drive productivity and economic recovery in Canada by building a world-class, diverse network of innovators, attracting and deploying top talent to industry, and matching needs with expertise to create ambitious solutions to real-world challenges. This mission is demonstrated in the pillars of our strategic plan and at the core of our planned activities for the year ahead.

Advance a continuum of innovation
Mitacs will continue to work to increase productivity and investment in innovation through expanding the Mitacs platform beyond R&D to support innovation projects from inception all the way to commercialization and adoption. This commitment will be demonstrated through the development of our college strategy and through the BSI program.

Continue to promote equity, diversity, and inclusion (EDI)
Last year we took important steps to improve EDI within our organization and program offerings. This included the creation of a new role, Vice-President, Equity, Diversity, and Inclusion and the successful approval of our Board statement on EDI. We have acknowledged systemic barriers such as discrimination and inequity, and power imbalances related to privilege, and in the year ahead we commit to working to identify barriers to access – including the evaluation of our existing programs and delivery to enhance equitable access to participation. Our corporate EDI strategy recognizes that the strength and credibility of our commitment rests on embedding EDI across our internal systems, policies, and practices, as well as in our external programming and community engagement. In 2022–23, Mitacs will build an Inclusive Innovation Action Plan. Key areas of focus this year will include enhancing diversity at the Board and Senior Management levels, expanding our partnerships with organizations that serve equity-deserving

groups, enhancing our EDI data collection efforts, and conducting an EDI assessment of our policies, processes, and training courses to support our interns, fellows, learners, facilitators, and program staff.

Strengthen Indigenous innovation and engagement
Mitacs is actively engaged in working with Indigenous partners and remains committed to enhancing Indigenous relations in ways that support the goals of truth and reconciliation. Mitacs will build an Indigenous strategy to support Indigenous-lead innovation. A key area of focus in 2022–23 will be to build meaningful and reciprocal relationships with Indigenous businesses, organizations, and offices at post-secondary institutions to understand their needs for skills training, innovation, and work-integrated learning opportunities. Through such Indigenous relations efforts, Mitacs will continuously identify opportunities to reduce barriers and facilitate change that will increase the scale, quality, and impact of our Indigenous initiatives.

Proactive business development
Mitacs plays a key role in establishing productive networks among its academic and non-academic partners. Members of its Business Development (BD) team meet with thousands of companies and organizations across the country and work closely with the academic community to identify pressing research and innovation challenges that can be addressed through cross-sector collaboration. 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 within our valued partner organizations — including post-secondary institutions, industry partners, government agencies, and some granting councils — to coordinate innovation services more closely.

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 with more than 180 post-secondary institutions across Canada (full lists of partners are available in Appendices A and B). In the year ahead, Mitacs will look to expand our strategic partnerships in pursuit of new opportunities that support our mission.

Enhanced focus on academic partnerships
A key focus of our corporate plan is the enhancement of support for our academic partners as their needs evolve against a post-pandemic backdrop. As part of this commitment, we have introduced a new position, Director, Academic Partnerships, whose focus will be working across the organization to tighten lines of communication and streamline our processes as part of improving the Mitacs experience for faculty, staff, and students alike. We also recognize the role that professional bodies supporting academic institutions play in enabling an enhanced ecosphere where innovation can thrive. Here we will be embarking on partnerships that broaden Mitacs's accessibility to our academic colleagues at universities and colleges across Canada.

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.

Skills development/training

Skills development is a core part of all Mitacs programming. In 2022–23 Mitacs will continue to deliver our updated curriculum of training courses across the country for program interns and fellows — in person or online as we are able. We will continue to improve our offerings based on participant feedback. Over the course of the year, we will be building on recent research on skills for innovation and feedback from our network to develop a renewed skills development strategy. In addition, we will continue to explore partnerships to explore innovative offerings in terms of skills development to complement our core curriculum and build a range of skills needed for a thriving innovation ecosystem.

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 or colleges, to receive funding for collaborative projects with post-secondary researchers. Mitacs will also work to ensure start-ups can access support through the BSI program. Mitacs will also continue to deliver entrepreneur-focused training initiatives and will continue to promote the MEI program within our 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).

Strengthen international partnerships

In 2021, Mitacs unveiled its proposed strategic framework to guide its future vision and direction based on innovation, talent, and partnerships and networks. The organization's overall strategy highlights the important role Mitacs's international strategy will play in positioning the Canadian innovation ecosystem to meet the global challenges of industry and the academic community. (A full list of international partners is available in Appendix C).

The proposed international strategy is based on four pillars:

1. Attract and retain high-quality talent.
2. Drive international research and development connections and collaboration.
3. Strengthen Canada's capacity for global economic activity.
4. Position Mitacs as a global partner of choice.

To achieve success across the four pillars of the Mitacs international strategy, we will need to draw on our organizational strengths to maximize opportunities while minimizing threats. A draft implementation plan for this strategy will be developed that will explore several key elements, including but not limited to:

1. Carry out a comprehensive review of existing international programs to ensure that they align with public policy goals, Mitacs's strategic plan, and program objectives.
2. Conduct a landscape analysis to determine the best practices in terms of equity, diversity, and inclusion in relation to internationalization.
3. Review and update methodology to determine optimal mix of international partner countries and regions.
4. Consult on and disseminate the proposed strategy to international partners and stakeholders, including Mitacs university members and other ecosystem partners.
5. Monitor and evaluate emerging challenges to the international landscape and formulate appropriate responses to minimize risk.

4. Planned expenditures for 2022–23

4.1 Accelerate planned expenditures

Table 1: Planned Accelerate expenditures for 2022–23

Expenditures	2022-23 ISED	%	Accelerate Program Expenditures	%
Accelerate Internships (#)	13,500	%	13,500	%
Direct Research Awards				
Accelerate Awards	$ 105,731,792		$ 209,370,071	
Total Direct Research Awards	$ 105,731,792	86%	$ 209,370,071	85%
Program Delivery Costs				
Program Management	$ 382,037		$ 794,330	
Research Management & Evaluations	$ 1,296,168		$ 2,694,988	
Business Development	$ 5,689,198		$ 11,828,957	
Corporate Services	$ 10,563,720		$ 21,964,041	
Amortization	$ -		$ 706,485	
Total Contractual Overhead	$ 17,931,123	14%	$ 37,988,801	15%
Total Accelerate Expenditures	$ 123,662,915	100%	$ 247,358,872	100%

The Accelerate program offers research-based internships to students, recent graduates, and postdoctoral fellows enrolled in Canadian universities and colleges. As per the above, Table 1, Accelerate funds are managed as follows:

- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
  - The project or application has received appropriate research approval; and
  - The organization has acknowledged through signature the financial commitment of the Mitacs application; and
  - All program eligibility and file requirements have been met including identification of a student.

- Funds are sent to institutions for eligible internships upon validation of internship start dates and receipt of the partner organization's funds.
- At the end of an internship, academic institutions submit a financial summary outlining the use of funds to Mitacs.

4.2 Business Strategy Internship (BSI) planned expenditures

Table 2: Planned Business Strategy Internship (BSI) expenditures for 2022–23

Expenditures	2022-23 ISED		%	Business Strategy Internships Program Expenditures	%
Business Strategy Internships (#)	1,350	%		1,350	%
Direct Research Awards					
Business Strategy Intership Awards	$ 8,778,423			$ 17,244,770	
Total Direct Research Awards	**$ 8,778,423**	85%		**$ 17,244,770**	81%
Program Delivery Costs					
Program Management	$ 67,011			$ 167,634	
Research Management & Evaluations	$ 84,628			$ 211,707	
Business Development	$ 545,917			$ 1,365,667	
Corporate Services	$ 851,577			$ 2,130,306	
Amortization	$ -			$ 58,190	
Total Contractual Overhead	**$ 1,549,133**	15%		**$ 3,933,504**	19%
Total Business Strategy Internships Expenditures	**$ 10,327,556**	100%		**$ 21,178,274**	100%

The BSI program will continue to operate as its own, stand-alone program. This program will bolster Canada's economic recovery and research commercialization while providing experiential learning opportunities for college, undergraduate, and graduate students – as well as postdoctoral fellows. With the guidance of an academic supervisor, these interns will provide technical expertise and help businesses and not-for-profits develop and implement their innovation strategies. As outlined in the above, Table 2, BSI funds are managed as follows:

- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
  - The project or application has received appropriate research approval; and
  - The organization has acknowledged through signature the financial commitment of the Mitacs application; and
  - All program eligibility and file requirements have been met including identification of a student.

- Funds are sent to institutions for eligible internships upon validation of internship start dates and receipt of the partner organization's funds.
- At the end of an internship, academic institutions submit a financial summary outlining the use of funds to Mitacs.

4.3 Elevate planned expenditures

Table 3: Planned Elevate expenditures for 2022–23

Expenditures	2022-23 ISED	%	Elevate Program Expenditures	%
Elevate Internship (#)	700	%	700	%
Direct Research Awards				
Elevate Fellowships	$ 8,664,220		$ 16,256,199	
Total Direct Research Awards	$ 8,664,220	86%	$ 16,256,199	84%
Program Delivery Costs				
Program Management	$ 166,401		$ 341,336	
Research Management & Evaluations	$ 89,659		$ 183,916	
Business Development	$ 167,084		$ 342,739	
Corporate Services	$ 1,034,389		$ 2,121,830	
Amortization	$ -		$ 54,854	
Total Contractual Overhead	$ 1,457,533	14%	$ 3,044,675	16%
Total Elevate Expenditures	$ 10,121,753	100%	$ 19,300,874	100%

The Elevate program is a two-year applied research fellowship with a structured skills training program for postdoctoral fellows at Canadian universities. Mitacs administers funds for Elevate as stated in Table 3.

- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
    - The project or application has received appropriate research approval; and
    - The organization has acknowledged through signature the financial commitment of the Mitacs application; and
    - All program eligibility and file requirements have been met including identification of a student.

- Funds are sent to academic institutions for eligible internships upon validation of internship start dates and receipt of the partner organization's funds.
- At the end of an internship, academic institutions submit a financial summary outlining the use of funds to Mitacs.

4.4 Globalink planned expenditures

Table 4: Planned Globalink expenditures for 2022–23

Expenditures	Targets	2022-23 ISED	%	Globalink Program Expenditures	%
Direct Research Awards					
Globalink Research Internships (Commitments Summer Cohort 2023)	2,550	$ 18,013,648		$ 24,671,250	
Globalink Research Awards	700	$ 2,496,066		$ 4,200,000	
Globalink Graduate Fellowships	200	$ 2,472,000		$ 3,000,000	
Total Direct Research Awards		$ 22,981,714	88%	$ 31,871,250	83%
Program Delivery Costs					
Program Management		$ 594,736		$ 1,150,243	
Research Management & Evaluations		$ 161,699		$ 312,733	
Business Development		$ 656,422		$ 1,269,547	
Corporate Services		$ 1,800,303		$ 3,481,858	
Amortization				$ 94,551	
Total Contractual Overhead		$ 3,213,160	12%	$ 6,308,932	17%
Total Globalink Expenditures		$ 26,194,874	100%	$ 38,180,182	100%

International program delivery consists of the Globalink Research Internship (GRI), the Globalink Research Award (GRA), and the Globalink Graduate Fellowship (GGF). The initiatives are all within the Globalink portfolio, detailed in Table 4. However, they are managed under different processes, which are outlined below.

Globalink Research Internship
- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:

  o The project or application has received appropriate research approval; and
  o All program eligibility and file requirements have been met including identification of a student.

- International funding partners and partner universities can be invoiced once the student's arrival is confirmed or at the end of the program cycle.
- For internships requiring travel:
  o 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 academic institution, local transportation, flight and permit reimbursement, and medical insurance reimbursement.
  o Funds are only distributed to students upon entry into Canada.

- For virtual internships:
    - Interns are required to have an international bank account that accepts Canadian wire transfers or online money transfers.
    - Funds are distributed and accessible to the intern upon confirmation of the internship start date.

Globalink Research Award
- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:

    - The project or application has received appropriate research approval;
    - All program eligibility and file requirements have been met including identification of a student.

- International funding partners and partner academic institutions can be invoiced once the student's arrival is confirmed or at the end of the program cycle.
- For students from Canada or to Canada:

    - Funds will be disbursed to the academic institutions upon validation of internship start dates.
    - At the conclusion of the research project, academic institutions must submit a summary of the use of funds.

Globalink Graduate Fellowship
- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:

    - The project or application has received appropriate approval; and
    - All program eligibility and file requirements have been met including identification of a student.

- International funding partners and partner universities can be invoiced once the student's arrival is confirmed or at the end of the program cycle.
- Funds are distributed to the student for the first term.
- Funds are distributed to the student for the second term upon confirmation of student enrollment.

Interns are required to have an international bank account that accepts Canadian wire transfers or online money transfers.

4.5 MEI planned expenditures

Table 5: Planned MEI expenditures for 2022–23

Expenditures	Targets	2022-23 ISED	%	MEI Program Expenditures	%
Direct Research Awards					
Mitacs Entrepreneur Internships	30	150,000		150,000	
Total Direct Research Awards		$ 150,000	85%	$ 150,000	40%
Program Delivery Costs					
Program Management		$ 5,516		$ 47,133	
Research Management & Evaluations		$ 1,376		$ 11,755	
Business Development		$ 14,706		$ 125,666	
Corporate Services		$ 4,873		$ 41,636	
Amortization		$ -		$ 506	
Total Contractual Overhead		$ 26,471	15%	$ 226,697	60%
Total MEI Expenditures		$ 176,471	100%	$ 376,697	100%

The Mitacs Entrepreneur International program supports full-time employees, founders, or owners of eligible start-up companies linked to incubators or accelerators at Canadian post-secondary institutions. Table 5, above, details MEI planned expenditures, which will be managed as follows:

- Contributions are treated as restricted contributions and deferred upon recognition.
- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:

  o Approval of an application for a travel grant through MEI;
  o All program eligibility and file requirements have been met.

- Eighty 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 trip, 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.

4.6 Training planned expenditures

Table 6: Planned training expenditures for 2022–23

Expenditures	2022-23 ISED	%	Training Expenditures	%
Direct				
Workshops Development and Delivery	$ 1,824,990		$ 1,824,990	
Skills Partnership Pilots	$ 260,000		$ 260,000	
I-Inc Partnership	$ 1,841,500		$ 1,841,500	
Program Development Internal Labour	$ 720,121		$ 720,121	
Total Direct	**$ 4,646,611**	**86%**	**$ 4,646,611**	**86%**
Training Delivery Costs				
Program Management	$ 22,009		$ 22,008	
Research Management & Evaluations	$ 83,619		$ 83,619	
Business Development	$ 117,842		$ 117,842	
Corporate Services	$ 521,959		$ 521,959	
Amortization			$ 15,680	
Total Contractual Overhead	**$ 745,429**	**14%**	**$ 761,108**	**14%**
Total Training Expenditures	**$ 5,392,040**	**100%**	**$ 5,407,719**	**100%**

Skills development is a core part of all Mitacs programming. In 2022–23 Mitacs will continue to deliver our updated curriculum of training courses across the country for program interns and fellows. Table 6 above details our planned expenditures related to training and skills development programming.

5. Anticipated funding from other sources

5.1 Accelerate funding support from other sources

Table 7: Accelerate funding support 2022–23

Accelerate Funding Support 2022-23	
ISED	$ 123,662,915
Provincial Partners	$ 41,415,750
Industry Partners	$ 86,728,770
Total	**$ 251,807,435**

5.2 Business Strategy Internship (BSI) funding support from other sources

Table 8: BSI funding support 2022–23

BSI Funding Support 2022-23	
ISED	$ 10,327,556
Provincial Partners	$ 3,304,000
Industry Partners	$ 7,634,885
Total	**$ 21,266,441**

5.3 Elevate funding support from other sources

Table 9: Elevate funding support 2022–23

Elevate Funding Support 2022-23	
ISED	$10,121,753
Provincial Partners	$ 1,940,500
Industry Partners	$ 8,128,098
Total	**$20,190,351**

5.4 Globalink funding support from other sources

Table 10: Globalink funding support 2022–23

Globalink Funding Support 2022-23	
ISED	$26,194,874
Provincial Partners	$ 4,140,000
International Partners	$ 3,965,990
University Partners	$ 573,844
Total Income	**$34,874,708**

5.5 MEI funding sources

Table 11: MEI funding support 2022–23

MEI Funding Support 2022-23		
ISED	$	176,471
Total	$	176,471

5.6 Training funding sources

Table 12: Training funding support 2022–23

Training Funding Support 2022-23		
ISED	$	5,392,040
Total	$	5,392,040

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 2022–23 fiscal year.

Risk assessment	Mitigation strategy
The global COVID-19 pandemic, including continuing waves of the pandemic and variants, 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 develop incentives for participation including the potential for flexibility in funding and programming and new options for partnerships. In addition, we are evaluating program rules (including time spent at host organization, virtual and remote participation during internships) to balance program outcomes with flexibility for participants. Our mitigation strategy also includes continued training for key leads at Mitacs who promote the importance of Mitacs programs and options they offer.
The global COVID-19 pandemic and international travel restrictions have disrupted the early momentum for the MEI program that we gained in the market during the first year. Mitacs will make all reasonable efforts to meet the initial targets and will inform ISED in the event initial targets are not met.	We are working to expand our list of eligible incubators and accelerators and to expand our reach, target development, activities, and campaigns.
Mitacs's business is impacted by the Canadian macroeconomy. Inflation has risen to its highest rate since September 1991. Mitacs's program offering is financial in nature and as such our output (research awards) is exposed to inflation.	Mitacs will continue to evaluate the real (present-day) value of our internship awards and seek increased nominal support for our internships from our government partners in order to sustainably offer additional higher value internship units. We will continue to work with governments and other organizations to develop incentives for participation, including the potential for flexibility in funding.
Mitacs will resume in-person programming for our GRI participants. Although participants will need to meet additional requirements to travel and participate in the program, there is a risk of disruption and potentially attrition due to the continuation of the pandemic and possible new restrictions.	To keep participants safe and comply with additional international travel guidelines, participants will need to prepare in advance to meet all requirements, including vaccine requirements and quarantine requirements. In extraordinary circumstances, virtual internships will be accommodated.
Funding agreements with international partners require flexibility and variability in program design and delivery which has the potential to increase administration challenges and costs.	Mitacs seeks to standardize all funding agreements with foreign governments, research institutions, and academic partners but bilateral support requires some degree of customization. Regular review is undertaken to evaluate and identify efficiencies.

Inability to utilize all funds within agreed upon timeframe.	Mitacs will continue to ensure collaboration between its departments to track relevant timelines. Mitacs will assess and take a proactive approach in addressing any timeframe issues. Mitacs will continue to increase awareness and promote Mitacs programs to address such issues in advance.
Ability to foster positive relationships with all academic partners to drive increased internships through university and college support of Mitacs programs.	Mitacs will continue to provide adequate training to Mitacs leads responsible for promoting Mitacs programs. Mitacs will continue to increase awareness and promote the variety of Mitacs programs. Mitacs will continue to invest in building stronger relationships with our academic partners.
New and evolving programs from other work-integrated learning providers.	Mitacs is working to ensure our programs are innovative and meet market demands. We will continue to provide adequate training to Mitacs leads responsible for promoting Mitacs programs to ensure Mitacs is keeping up to date on new and emerging trends and areas of interest.
Compliance with reporting commitments and guidelines for numerous funders is technically and administratively complex.	Mitacs will continue to improve its data systems including implementation of a data warehouse and data governance framework. Mitacs will work closely with the ISED Evaluation team to explain the data collected and analysis conducted to help the team understand the relevance, impacts, and efficiency of Mitacs reporting. Mitacs will ensure contractual compliance with terms and conditions of agreements.

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.

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 knowledge gathered supports Mitacs's efforts to build better programs and to effectively communicate the outcomes of Accelerate, Elevate, Globalink, MEI, and BSI to its stakeholders. Mitacs plans to review its performance measurement strategy in 2022–23 and submit an updated version to the Minister.

In the upcoming year, Mitacs will continue to collect data on the immediate, intermediate, and long-term results of its programming. Some of our more typical data collection efforts include:

Exit surveys
Exit surveys are administered immediately after the completion of a Mitacs project and collect data on a range of indicators, including satisfaction, experience, skills development, and other short-term outcomes. To ensure their

alignment with the performance measurement strategy, exit surveys are revised regularly to reflect the expected immediate and intermediate outcomes.

Longitudinal surveys

The long-term impacts of Mitacs programs are primarily captured through longitudinal surveys. These surveys highlight outcomes such as employability and labour market outcomes, 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 follow-up longitudinal surveys in 2022–23, as detailed below.

Economic impact studies

Mitacs will continue work on understanding the long-term impacts of Mitacs projects 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 a cost-benefit study and an examination of the growth of former Mitacs partners.

7.1 Accelerate and Elevate

Building on the success of the first Accelerate-Elevate career survey launched during the 2020–21 fiscal year, Mitacs will relaunch this survey for a new cohort in the Spring of 2022–23. The Accelerate-Elevate Intern Career follow-up survey will provide important insights on former interns/fellows and how their Mitacs work-integrated learning experience impacted their career development. In parallel to the Accelerate-Elevate Intern Career follow-up survey, we will lead a second launch of the follow-up survey of Accelerate and Elevate partners. The goal of this survey is to identify longer-term outcomes of Mitacs projects with an emphasis on economic impacts. Mitacs will also be conducting a review of its postdoctoral offerings through the Accelerate and Elevate programs.

7.2 BSI and MEI

Work will continue to capture the immediate outcomes of the BSI and MEI programs. Both programs are still relatively new and longer-term follow-up will start in earnest in 2023–24. In addition, the pandemic has curtailed MEI participants' ability to travel abroad, and this has significantly reduced the number of awards for outcome data collection.

7.3 Globalink

The public health situation has continued to significantly affect the delivery of Mitacs's international programs through Globalink. In consequence, the number of respondents to exit surveys has decreased, while the virtual awards offered in some programs have somewhat changed the nature of the programs. As Globalink returns to in-person internships, the regular collection of performance-related data will continue as in the past. The launch of the new Mitacs international strategy in 2022–23 will require existing survey instruments in place to be reviewed and adapted accordingly. For 2022–23, a longitudinal survey of former Globalink Graduate fellows will be conducted to determine their retention in Canada and labour market outcomes.

8. Annual program cash flow requirements 2022–23

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

Cashflow 2022-23			
Program	Cashflow from #945-513763	Cashflow from #950-512476	Total
Accelerate	$ 123,662,915	$ -	$ 123,662,915
BSI	$ 10,327,556	$ -	$ 10,327,556
Training	$ 5,392,040	$ -	$ 5,392,040
Globalink	$ 20,319,265	$ -	$ 20,319,265
Elevate	$ 10,121,753	$ -	$ 10,121,753
MEI	$ -	$ 176,471	$ 176,471
Total	$ 169,823,529	$ 176,471	$ 170,000,000

9. Statement of amounts owing to the Crown

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

Appendix A: University partners

Full partners		
Carleton University	Université de Montréal	University of Regina
Concordia University	Université de Sherbrooke	University of Saskatchewan
Dalhousie University	Université du Québec à Montréal	University of Toronto
École de technologie supérieure	Université du Québec à Trois-Rivières	University of Victoria
McGill University	Université Laval	University of Waterloo
McMaster University	University of Alberta	University of Windsor
Memorial University of Newfoundland	University of British Columbia	University of Western Ontario
Ontario Tech University	University of Calgary	York University
Polytechnique Montréal	University of Guelph	
Queen's University	University of Manitoba	
Toronto Metropolitan University (formerly Ryerson University)	University of New Brunswick	
Simon Fraser University	University of Ottawa	
Associate partners		
HEC Montréal	Université de Moncton	
Institut national de la recherche scientifique	University of Lethbridge	
Lakehead University	University of Northern British Columbia	
Laurentian University	University of Winnipeg	
OCAD University	Vancouver Island University	
Thompson Rivers University	Wilfrid Laurier University	
Trent University		
Honorary partners		
Acadia University	MacEwan University	Télé-université/TÉLUQ
Adler University	Mount Allison University	Trinity Western University
Alberta University of the Arts	Mount Royal University	Université du Québec à Chicoutimi
Algoma University	Mount Saint Vincent University	Université du Québec à Rimouski
Athabasca University	Nipissing University	Université du Québec en Abitibi-Témiscamingue
Bishop's University	Nova Scotia College of Art and Design (NSCAD University)	Université du Québec en Outaouais
Brandon University	Royal Military College of Canada	Université Sainte-Anne
Canadian Mennonite University	Royal Roads University	University of Prince Edward Island
Cape Breton University	Saint Mary's University	University of the Fraser Valley
Concordia University of Edmonton	Saint Paul University	Yukon University
École nationale d'administration publique	St. Francis Xavier University	
Emily Carr University of Art + Design	St. Thomas University	

Appendix B: Colleges with signed Mitacs MOUs

College name	City	Province/Territory
Algonquin College of Applied Arts and Technology	Ottawa	ON
Assiniboine Community College	Brandon	MB
Aurora College	Fort Smith	NWT
British Columbia Institute of Technology (BCIT)	Burnaby	BC
Bow Valley College	Calgary	AB
Cambrian College of Applied Arts and Technology	Sudbury	ON
Camosun College	Victoria	BC
Campus Notre-Dame-de-Foy	Saint-Augustin-de-Desmaures	QC
Canadian Memorial Chiropractic College	Toronto	ON
Canadore College	North Bay	ON
Capilano University	North Vancouver	BC
Cégep André-Laurendeau	LaSalle	QC
Cégep Beauce-Appalaches	Saint-Georges	QC
Cégep de Chicoutimi	Chicoutimi	QC
Cégep de Jonquière	Jonquière	QC
Cégep de l'Outaouais	Gatineau	QC
Cégep de la Gaspésie et des Îles	Gaspé	QC
Cégep de La Pocatière	La Pocatière	QC
Cégep de Lévis-Lauzon	Lévis	QC
Cégep de Rimouski	Rimouski	QC
Cégep de Rivière-du-Loup	Rivière-du-Loup	QC
Cégep de Sainte-Foy	Québec	QC
Cégep de Saint-Hyacinthe	Saint-Hyacinthe	QC
Cégep de Saint-Jérôme	Saint-Jérôme	QC
Cégep de Saint-Laurent	Montréal	QC
Cégep de Sept-Îles	Sept-Îles	QC
Cégep de Shawinigan	Shawinigan	QC
Cégep de Sherbrooke	Sherbrooke	QC
Cégep de Thetford	Thetford Mines	QC
Cégep de Trois-Rivières	Trois-Rivières	QC
Cégep de Victoriaville	Victoriaville	QC
Cégep du Vieux Montréal	Montréal	QC
Cégep Édouard-Montpetit	Longueuil	QC
Cégep Gérald-Godin	Montréal	QC
John Abbott College	Sainte-Anne-de-Bellevue	QC
Cégep Limoilou	Québec	QC

College name	City	Province/Territory
Cégep Marie-Victorin	Montréal	QC
Cégep régional de Lanaudière	Repentigny	QC
Cégep Saint-Jean-sur-Richelieu	Saint-Jean-sur-Richelieu	QC
Centennial College of Applied Arts and Technology	Toronto	ON
Champlain College Saint-Laurent	Saint-Laurent	QC
Collège Boréal	Sudbury	ON
Collège d'Alma	Alma	QC
Collège de Maisonneuve	Montréal	QC
Collège Lionel-Groulx	Sainte-Thérèse	QC
Collège Montmorency	Laval	QC
College of the Rockies	Cranbrook	BC
College of the North Atlantic	Stephenville	NL
Collège de Rosemont	Montréal	QC
Conestoga College Institute of Technology and Advanced Learning	Kitchener	ON
Confederation College	Thunder Bay	ON
Dominican University College	Ottawa	ON
Dawson College	Montréal	QC
Douglas College	New Westminster	BC
Durham College of Applied Arts and Technology	Oshawa	ON
Fanshawe College of Applied Arts and Technology	London	ON
Fleming College	Peterborough	ON
George Brown College	Toronto	ON
Georgian College of Applied Arts and Technology	Barrie	ON
Humber College Institute of Technology and Advanced Learning	Toronto	ON
Institut de tourisme et d'hôtellerie du Québec (ITHQ)	Montréal	QC
Canadian College of Naturopathic Medicine	Toronto	ON
Justice Institute of British Columbia (JIBC)	New Westminster	BC
Kwantlen Polytechnic University	Surrey	BC
Collège La Cité	Ottawa	ON
Lakeland College	Vermilion	AB
Lambton College of Applied Arts and Technology	Sarnia	ON
Langara College	Vancouver	BC
Lethbridge College	Lethbridge	AB
Loyalist College	Belleville	ON
Medicine Hat College	Medicine Hat	AB
Mohawk College of Applied Arts & Technology	Hamilton	ON
New Brunswick Community College	Fredericton	NB

College name	City	Province/Territory
Niagara College of Applied Arts & Technology	Niagara Falls	ON
NorQuest College	Edmonton	AB
North Island College	Courtenay	BC
Northern Alberta Institute of Technology (NAIT)	Edmonton	AB
Northern College of Applied Arts and Technology	Timmins	ON
Northwestern Polytechnic	Grand Prairie	AB
Nova Scotia Community College	Halifax	NS
Okanagan College	Kelowna	BC
Olds College	Olds	AB
Parkland College	Canora	SK
Red Deer Polytechnic	Red Deer	AB
Red River College Polytechnic	Winnipeg	MB
Saskatchewan Polytechnic	Saskatoon	SK
Selkirk College	Castlegar	BC
Seneca College	Toronto	ON
Sheridan College Institute of Technology and Advanced Learning	Oakville	ON
Southern Alberta Institute of Technology (SAIT)	Calgary	AB
St. Clair College	Windsor	ON
St. Lawrence College	Kingston	ON
University College of the North	The Pas	MB
Vanier College	St. Laurent	QC

Appendix C: Mitacs international partners

Country/Region	Partner organization
Americas	Inter-American Institute for Global Change Research Agence Universitaire de la Francophonie (AUF)
Australia	Universities Australia
Brazil	Araucaria Foundation FAPESP
China	China Scholarship Council China Science and Technology Exchange Center (CSTEC)
Colombia	Ministry of Science, Technology, and Innovation (MINCIENCIAS, formerly Colciencias)
European Union	European Commission MSCA-Rise informal agreement
France	Inria CNRS Université Grenoble Alpes Université de Lorraine Université de Bordeaux Université Cote d'Azur École Polytechnique France-Canada Research Fund Consortium Embassy of France in Canada
Germany	German Academic Exchange Service (DAAD) Forschungszentrum Jülich (Helmholtz Association) Karlsruhe Institute of Technology (KIT) (Helmholtz Association) GSI Heavy Ion Research Center (Helmholtz Association) Max Planck Society (MPG) Aachen University (via the NRC-Mitacs-Aachen partnership)
Hong Kong	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 The National Institute of Advanced Industrial Science and Technology (AIST)
Korea	National Research Foundation Hanseo University Korea Aerospace University
Mexico	Instituto Tecnoloógico y de Estudios Superiores de Monterrey (ITESM) State of Guanajuato Secretariat of Public Education (SEP) Universidad Tecnológica El Retoño (UTR)

Country/Region	Partner organization
Singapore	National Research Foundation
South Africa	National Research Foundation
Taiwan	GLORIA- National Cheng Kung University (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 Canadian Space Agency (CSA) and NASA
Wallonia (Belgium)	Wallonie-Bruxelles International

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	Toronto Metropolitan 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)	Université de 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	Toronto Metropolitan 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	Toronto Metropolitan 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

Incubator	Affiliation
Espace-inc	Regional (Sherbrooke)
Fashion Zone	Toronto Metropolitan University (formerly 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	Toronto Metropolitan University (formerly 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	Toronto Metropolitan University (formerly Ryerson University)
Life Sciences Innovation Hub (Innovate Calgary)	University of Calgary
Memorial Centre for Entrepreneurship	Memorial University of Newfoundland
Next AI	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	Toronto Metropolitan University (formerly Ryerson University)
ShiftKey Labs	Dalhousie University
Social Venture Zone	Toronto Metropolitan University (formerly Ryerson University)
SPK	Regional (Québec)
StFX Innovation Hub	St. Francis Xavier University

Incubator	Affiliation
Student Innovation Centre	University of Alberta
SURGE	Dalhousie University
TEC Edmonton	University of Alberta
The J Herbert Smith Centre for Technology Management & Entrepreneurship	University of New Brunswick
The Foundry	Laurentian University
Transmedia Zone	Toronto Metropolitan University (formerly 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