



Corporate Plan

2023–24

for Innovation, Science and
Economic Development Canada

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1. Introduction

Innovation is a necessary and crucial ingredient to a growing and prosperous Canadian economy. It also plays a key role in ensuring responsible and equitable economic growth that empowers all communities in Canada, while ensuring that the growth does not come at the expense of the environment. Mitacs supports innovation by leveraging its extensive and diverse network of entrepreneurs, innovators, and academics at local, national, and international levels.

Mitacs targets high-impact sectors and promotes industrial productivity by ensuring that the right talent is in the right place at the right time. Mitacs supports hundreds of organizations, ranging from critical infrastructure providers such as Rogers Communications to developers of crucial healthcare products such as Sanofi, in the large company portfolio. An extensive part of the Mitacs portfolio supports innovation in smaller enterprises, de-risking innovation for small- and medium-sized enterprises (SME) working in priority areas such as clean tech, AI, quantum, agriculture, and healthcare among many others. An example is Zymeddyne, a Calgary-based pharmaceutical start-up developing non-opioid treatments for severe pain – directly addressing the opioid crisis by providing safer, nonaddictive alternatives. There is also Mazlite, an Ontario-based SME pioneering technologies in advanced manufacturing. Mitacs is also driving innovation and impact with indigenous entrepreneurs in indigenous communities. SmartICE is one such enterprise benefitting from Mitacs's innovation backing. Highlighting this further is our ongoing partnership with Xanadu. Mitacs partnered with Xanadu from its early pioneering days. It is now considered a leader in quantum technologies and is one of hundreds of partners we will continue to support this year.

Founded in 2016, Xanadu now has over 160 employees and has raised over 250M in US dollar funding. Mitacs has worked closely with Xanadu over the past five years to facilitate the transition of students conducting research at the cutting-edge of quantum computing from the Universities of Toronto and Waterloo into the firm. **Two of these interns have since become part of the senior management team at Xanadu and are ready to welcome additional Mitacs-supported interns into the firm.** Federal funding makes it possible for Mitacs to continue to develop and deepen partnerships with firms like Xanadu in high growth potential sectors to power their growth and set Canada up as a globally competitive destination.

In Xanadu's own words:

"The Mitacs model is ideal not only for performing short-term research but for developing long-term talent. Two of our lead scientists were Mitacs postdoctoral fellows who gained management experience and are now at the helm of cutting-edge work. Several other interns have returned for subsequent internships or joined us as staff.

In addition, we are approached on a regular basis by extremely talented students from universities around the world, who wish to undertake internship projects with us. If these students are registered at a Canadian academic institution, with a student visa, Mitacs offers us the fastest and easiest way to provide them an internship, without applying for separate work permits. We can accommodate more of these students, and benefit from their expertise in the future. In the quantum computing industry, we need highly specialized experts working with the latest research.

Partnering with Mitacs allows us to access key expertise within Canadian academic institutions and to be nimble in our response to opportunities and new directions which appear rapidly in our fast-moving and highly technical field."

*-Dr. Christian Weedbrook
CEO of Xanadu Quantum Technologies*

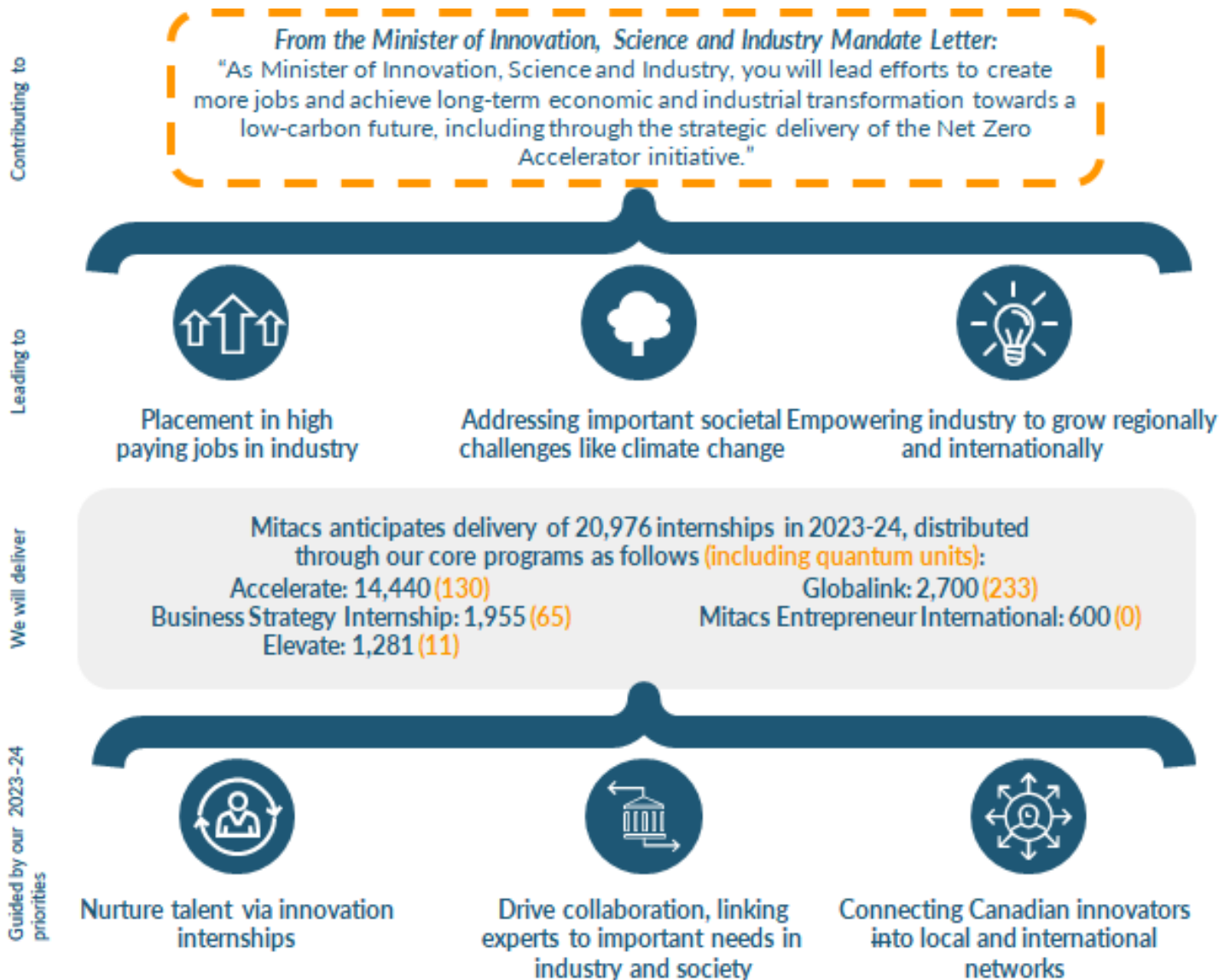


2023–24 Corporate Plan

For Innovation, Science and Economic Development Canada



Against this backdrop, Mitacs is pleased to present our Innovation, Science and Economic Development (ISED) Corporate Plan for fiscal 2023–24. This Corporate Plan builds on the many years of support from ISED and shows the rapid progression of Mitacs activities in supporting the federal mandate. Mitacs expects to create **over 20,000 internships** in the coming fiscal which will nurture talent, drive innovation, and utilize and expand key networks and partnerships. An overview of our targets is provided in the visual below:



The targets above include dedicated internships related to quantum technologies, represented in brackets.

Mitacs is committed to strengthening core programming and ensuring all 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 inclusive economic growth in Canada
- Our commitment to Mitacs's 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), the MEI amendment agreement (ISED Project #950-512476) and the quantum agreement (ISED Project #945-514605). Through our renewed partnership and five-year agreement with Innovation, Science and Economic Development Canada, we look forward to deepening impact and continuing to work together in the years ahead.

The document that follows outlines our corporate objectives for 2023–24, planned activities, expected results, as well as the 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 2023–24

2.1 Annual objectives for 2023–24

For 2023–24, we present five core objectives:



2.2 Program objectives

Accelerate

The Accelerate program offers research-based internships to students, recent graduates, and postdoctoral fellows enrolled at eligible post-secondary institutions. Under the guidance of their academic supervisors, interns collaborate with eligible for-profit and not-for-profit organizations, hospitals, and municipalities to increase applied research collaboration and knowledge transfer to put forward new solutions and solve economic and social challenges.

Accelerate program



2023–24 target:
14,440 internships



Five-year growth:
358% (29% CAGR*)

*CAGR - Compounded Annual Growth Rate

Three

Solving real-world challenges

Provide researchers with opportunities to integrate real-world challenges and solutions into research programs.

One

Access to talent

Provide organizations with access to cutting-edge research and talent.

Four

Skills enhancement

Enhance the skills of interns through training and networking opportunities.

Two

Work-integrated learning

Provide interns with research-based, work-integrated learning opportunities.

Five

Inclusive innovation

Support access for equity-deserving groups to foster inclusive innovation.

Accelerate continues to build successful relationships across sectors and enables knowledge transfer between host organizations and academia. As demand for Accelerate grows, Mitacs employs proven strategies to enhance program delivery and maintain a high-quality experience for participants.

In addition to the core Accelerate program, Mitacs will continue to offer two other streams that 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 interns who own 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 International** enables students and postdoctoral fellows at eligible post-secondary institutions 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 at eligible Canadian post-secondary institutions. The internships help organizations innovate across various aspects of their business including products, services, processes, marketing, business strategies, and intellectual property (IP) management while also providing the intern with experiential learning.

Business Strategy Internship program



2023–24 target:

1955 internships



Five-year growth:

Newer program

Three

Creation of intellectual property

Support the creation and ownership of intellectual property in Canada.

One

Skills transfer

Support innovation activities and the transfer of skills between academic and non-academic sectors.

Four

Work-integrated learning

Provide interns with innovation-based work-integrated learning.

Two

Strengthening innovation abilities

Strengthen the innovation capabilities of for-profit and not-for-profit organizations.

Five

Training and networking

Enhance the skills of interns through training and networking opportunities.

Elevate

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

Elevate program



2023–24 target:

1,281 internships



Five-year growth:

474% (36% CAGR*)

*CAGR - Compounded Annual Growth Rate

Two

Skills enhancement

Enhance the skills of participating fellows through structured training and networking opportunities.

One

Supporting innovation results

Support the research of postdoctoral fellows to strengthen research and innovation results in Canada.

Three

Access to talent

Provide for-profit and not-for-profit organizations with access to cutting-edge research and talent.

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.

Globalink Research Award



2023–24 target:

700 internships



Five-year growth:

341% (28% CAGR*)

*CAGR - Compounded Annual Growth Rate

One

Foster international networks

Ensure mobility of research talent between Canada and global partners to build international research networks.

Two

Support academic research

Support Canadian academic institutions in the achievement of their strategic research objectives.

Three

International learning

Offer Canadian students the opportunity to gain international research experience and cross-cultural learning and exposure.

Four

Skills enhancement

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 an eligible Canadian academic institution. 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.

Globalink Research Internship



2023–24 target:
1,800 internships



Five-year growth:
370% (30% CAGR*)

*CAGR - Compounded Annual Growth Rate

Three

Training, mentorship and networking

Enhance the skills of interns through training, mentorship, and networking opportunities.

One

Attract talent for research

Attract top international undergraduate talent to Canada for research-based internships.

Four

Encourage talent returning to Canada

Encourage high-calibre students to come back to Canada for graduate school.

Two

Academic talent acquisition

Support research programs of Canadian academic institutions through engagement and recruitment of international talent.

Five

Canada as a research destination

Increase awareness of Canada as a research destination.

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.

Globalink Graduate Fellowship



2023–24 target:
200 fellowships



Five-year growth:
141% (4% CAGR*)

*CAGR - Compounded Annual Growth Rate

Two

Talent for Canadian research

Grow the research talent pipeline to support Canadian academic research programs.

One

Bring successful interns back

Provide support for Globalink Research Internship interns to return to Canada for graduate research education.

Three

Training and networking

Enhance the skills of participating interns through training and networking opportunities.

Mitacs Entrepreneur International (MEI)

The Mitacs Entrepreneur International program supports full-time employees, founders, or owners of eligible start-up companies linked to eligible 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. While the MEI program initially had very low uptake during the pandemic period, it is now seeing considerable demand and growth as travel restrictions continue to be lifted.

Mitacs Entrepreneur International



2023–24 target:

600 internships



Two-year growth:

140% (15% CAGR*)

*CAGR - Compounded Annual Growth Rate

One

Foster partnerships internationally

Increase the number of international partnerships and opportunities for Canadian entrepreneurs.

Two

Connect to investment and value chains

Increase the participation of Canadian entrepreneurs in global value chains whilst accessing new investment opportunities.

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, ingredients which support a robust innovation ecosystem.

By leveraging provincial, territorial, international, and partner contributions, ISED's contribution of \$166.7 million in 2023–24 for Mitacs programming will result in a **\$375.3 million** total investment. This includes \$146.5 million from industry partners, \$60.3 million from provincial and territorial governments, and \$1.8 million from international partners.

With ISED's support, Mitacs anticipates the following results across different programs:

Results			
Program	Immediate:	Intermediate:	Ultimate:
Accelerate, BSI, Elevate, Globalink	Students, graduates, and start-ups have access to work-integrated learning opportunities through Mitacs. AND Participation in Mitacs programs fosters the potential for collaboration between academia and industry, across sectors.	Scientific knowledge and investments in R&D are enhanced because of the internships. AND Post-secondary students and postdoctoral fellows who have completed an internship improve their skills and on-the-job experience.	Educated professionals pursue science and technology-related jobs in Canada. AND Participating organizations innovate and grow.
MEI	Increased number of international internship opportunities available to Canadian employees of start-ups housed in incubators and accelerators linked to academic institutions.	Increased number of international partnerships and opportunities for Canadian start-ups housed in incubators and accelerators linked to academic institutions.	
Quantum	Post-secondary students, postdoctoral fellows, and other research talents receive training and work-integrated learning opportunities on quantum projects.	Post-secondary students and postdoctoral fellows acquire industry-ready quantum skills and experience through training, internships, and work-integrated learning.	Canada has a pool of skilled quantum talent that meets the needs of industry.

3.2 Planned activities

In 2023–24, Mitacs will continue to drive productivity in Canada by bringing innovation within the reach of hundreds of organizations. This is achieved 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.

1. Nurture talent

Provide excellence in program delivery

Mitacs will ensure the continued delivery of high-quality programs and participant journeys, using our quality assurance frameworks to monitor, assess, and continuously improve the experiences of participants. In addition, Mitacs is conducting program reviews to ensure our programs are optimally designed to achieve desired objectives. Mitacs will be implementing recommendations stemming from our international program review and a review of our postdoc offerings. Similarly, we will soon be conducting a review of the Accelerate program. 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

Mitacs continues to improve delivery of our updated curriculum of training courses across the country for program interns and fellows. Mitacs will also begin implementing our renewed skills development strategy. This strategy will identify new areas of focus, innovative approaches, and new partnerships for skills development delivery, to build the skills that Canada needs for a healthy and thriving innovation ecosystem.

2. Drive innovation

Driving inclusive innovation by design

Mitacs will continue to build meaningful and reciprocal relationships with Indigenous partners, diversify our network through new strategic partnerships with organizations that support academic talent from equity-deserving groups and enhance our equity, diversity, inclusion, and decolonization (EDI) data collection efforts for interns and staff.

Mitacs has drafted a three-year Inclusive Innovation Action Plan (IIAP). The IIAP will launch in 2023–24 to empower the social, cultural, and economic well-being of Indigenous peoples and all Canadians by cultivating inclusive innovation through equitable systems and research processes. Centred around five priority demographic groups (Indigenous peoples, persons with disabilities, racialized groups, 2SLGBTQ+ people, and women and gender-diverse individuals), the IIAP is built on three key pillars: equitable systems and processes, access and support for equity-deserving participants, and inclusive innovation through networks and partnerships. Implementation of the first phase of the IIAP has been embedded into Mitacs's operational planning process for the 2023–24 fiscal year. This will ensure that we have the resources, key performance indicators, timelines, and accountability required to meaningfully advance our EDI strategy.

Advance a continuum of innovation

Mitacs acknowledges the evolving needs of an organization as it progresses along an innovation pathway. To fully support organizations, the Mitacs platform is extending beyond R&D to support innovation projects from inception all the way to commercialization and adoption. The nationally distributed business development team is honing and deploying its advisory capabilities to understand and support high potential enterprises of all sizes at all stages of their development, with a curated combination of talent required by the enterprise at its key inflection points, to enhance and accelerate growth and productivity. This commitment will also be demonstrated through the development of a targeted college strategy and increased delivery of the MEI and the BSI programs.

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 post-secondary institutions to receive funding for collaborative projects with post-secondary researchers.

There are also several instances where the Mitacs internship itself has incubated an entrepreneur. Multiple interns have emerged from the intern experience and have gone on to start enterprises of their own. Mitacs will also continue to increase delivery of the MEI program 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). An important element of our focus on entrepreneurship is our partnership with I-Inc, which

supports the I2I and the L2M programs that cover a range of stages along the entrepreneurship development journey. In the coming year, we will continue to support these entrepreneurship training programs while collaborating with I-Inc to develop a coordinated national platform that builds on the Mitacs network and the I-Inc methodologies/delivery mechanisms.

Support Canada's National Quantum Strategy

Mitacs works with all Canadian players across the quantum network. It holds partnerships with each of the seven major post-secondary quantum institutions and the five dedicated quantum programs. Mitacs will focus on attracting, developing, and retaining quantum talent in Canada by utilizing Mitacs programs, which are long recognized as a bridge between academia and industry, to develop and retain the talent already enrolled at Canadian post-secondary institutions at all degree levels through work-integrated learning opportunities. Mitacs will deploy three Advisors from our business development team dedicated to the quantum ecosystem and prioritize onboarding of several quantum institutions into the Mitacs umbrella offering.

Research security

The Mitacs Research Security Plan was submitted to ISED in Q3 of 2022–23 and updated in Q4 based on ISED feedback. In fiscal 2023–24, Mitacs will focus on operationalizing the plan for Accelerate, and then expanding to include Elevate. Mitacs will also enhance internal capacity by establishing a research security position that will support the security screening of applications, the continued training of staff, communications with research security counterparts at academic institutions as necessary, and the expansion of research security knowledge and resources at Mitacs.

Cyber security

The Mitacs Cyber Security Plan was submitted and accepted by ISED in Q2 of 2022–23. In fiscal 2023–24, Mitacs will continue to enhance its cybersecurity controls to meet its targets of achieving a 3.0+ assessment across all controls of the Center for Internet Security's (CIS) Critical Security Controls standard. This will be evaluated against the target score by an independent and certified cybersecurity assessor by the end of fiscal 2023–24. Mitacs is simultaneously pursuing a CyberSecure Canada certification as recommended by ISED. This certification will be ascertained once we successfully reach the 3.0+ level of the CIS standard.

3. Build networks and partnerships**Proactive business development**

Mitacs plays a key role in establishing productive networks and widening connections among its partners, locally and internationally. Members of the 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 team works closely with industry across provinces to identify innovation needs and challenges. A focus is placed on sectors aligned to federal, provincial, and territorial priorities and impact areas. Enterprises with high innovation potential are supported with carefully selected talent matched to the particular need and stage of development of the host organization. Wider engagement of industry will be built through the enhancement of a range of digital channel strategies.

Enhanced national alignment of innovation and economic priorities

In the year ahead, Mitacs will focus on enhancing the alignment of its business development and international partnership activities with the innovation and economic priorities of the federal, provincial, and territorial government partners. This will include generating a deeper understanding of priority industrial sectors across

the country and develop Mitacs's efforts to support these sectors.

The goal of this activity is to ensure that Mitacs is more intentional with placements and focused on delivery with impact which feeds provincial, territorial, and national growth plans. By harmonizing with national, provincial, and territorial growth and sustainability plans, Mitacs strives towards a higher return and greater socio-economic relevance of every internship unit and thus deeper impact. This in turn builds a more appealing value proposition for provinces and territories which should result in increased provincial, territorial, and industry funds, resulting in a scaling of investment in innovation.

Strengthen international partnerships

In 2022, Mitacs unveiled its renewed international strategy to guide its future vision and direction based on innovation, talent, partnerships, and networks. Canada's innovation potential hinges on our ability to successfully leverage international networks, attract and retain top talent, and contribute to global knowledge production. Global talent and knowledge flow present an opportunity to address skills gaps and to prepare Canadians to be internationally competent and plugged into global networks to lead this critical piece of work.

Mitacs is pursuing a global economic cluster strategy which will connect sector-specific priorities at the federal, territorial, and provincial levels to global knowledge networks internationally to support growth and facilitate innovation domestically and internationally. (A full list of international partners is available in Appendix C.)

4. Planned expenditures for 2023–24

4.1 Accelerate planned expenditures

Table 1: Planned Accelerate expenditures for 2023–24

Expenditures	2023–24 ISED	%	Accelerate program expenditures	%
Accelerate internships (#)	14,440		14,440	
Direct research awards				
Accelerate awards	\$ 93,294,429		\$ 234,424,718	
Total direct research awards	\$ 93,294,429	85%	\$ 234,424,718	85%
Program delivery costs				
Program management	\$ 504,355		\$ 1,226,556	
Research management and evaluation	\$ 1,793,370		\$ 4,361,349	
Business development	\$ 5,923,450		\$ 13,345,949	
Corporate services	\$ 8,242,547		\$ 20,045,292	
Amortization			\$ 1,059,464	
Total contractual overhead	\$ 16,463,722	15%	\$ 40,038,610	15%
Total Accelerate expenditures	\$ 109,758,151	100%	\$ 274,463,328	100%

The Accelerate program expenditures are managed as stated in section 4.7 below.

4.2 Business Strategy Internship (BSI) planned expenditures

Table 2: Planned Business Strategy Internship (BSI) expenditures for 2023–24

Expenditures	2023–24 ISED	%	Business Strategy Internship program expenditures	%
Business Strategy Internships (#)	1,955		1,955	
Direct research awards				
Business Strategy Internship awards	\$ 10,555,056		\$ 26,917,297	
Total direct research awards	\$ 10,555,056	85%	\$ 26,917,297	87%
Program delivery costs				
Program management	\$ 97,994		\$ 220,283	
Research management and evaluation	\$ 164,484		\$ 369,749	
Business development	\$ 667,960		\$ 1,405,332	
Corporate services	\$ 932,219		\$ 2,095,568	
Amortization			\$ 96,198	
Total contractual overhead	\$ 1,862,657	15%	\$ 4,187,131	13%
Total Business Strategy Internship expenditures	\$ 12,417,713	100%	\$ 31,104,428	100%

The BSI program expenditures are managed as stated in section 4.7 below.

4.3 Elevate planned expenditures

Table 3: Planned Elevate expenditures for 2023–24

Expenditures	2023–24 ISED	%	Elevate program expenditures	%
Elevate internships (#)	1,281		1,281	
Direct research awards				
Elevate awards	\$ 12,852,320		\$ 26,622,633	
Total direct research awards	\$ 12,852,320	85%	\$ 26,622,633	86%
Program delivery costs				
Program management	\$ 386,228		\$ 719,160	
Research management and evaluation	\$ 256,756		\$ 478,082	
Business development	\$ 311,352		\$ 509,455	
Corporate services	\$ 1,313,720		\$ 2,446,158	
Amortization			\$ 70,285	
Total contractual overhead	\$ 2,268,057	15%	\$ 4,223,140	14%
Total Elevate expenditures	\$ 15,120,377	100%	\$ 30,845,773	100%

The Elevate program expenditures are managed as stated in section 4.7 below.

4.4 Globalink planned expenditures

Table 4: Planned Globalink expenditures for 2023–24

Expenditures	Targets	2023–24 ISED	%	Total Globalink program expenditures	%
Direct research awards					
Globalink Research Internships (Commitments for summer cohort 2024)	1,800	\$ 14,212,590		\$ 16,200,000	
Globalink Research Awards	700	\$ 3,299,436		\$ 4,375,240	
Globalink Graduate Fellowships	200	\$ 2,048,161		\$ 2,978,209	
Total direct research awards	2,700	\$ 19,560,187	85%	\$ 23,553,449	85%
Program delivery costs					
Program management		\$ 759,494		\$ 917,426	
Research management and evaluation		\$ 303,526		\$ 366,642	
Business development		\$ 824,425		\$ 870,192	
Corporate services		\$ 1,472,887		\$ 1,779,164	
Amortization				\$ 125,665	
Total contractual overhead		\$ 3,360,333	15%	\$ 4,059,089	15%
Total Globalink expenditures		\$ 22,920,520	100%	\$ 27,612,538	100%

The Globalink program expenditures are managed as stated in section 4.7 below.

4.5 MEI planned expenditures

Table 5: Planned MEI expenditures for 2023–24

Expenditures	2023–24 ISED	%	Mitacs Entrepreneur International program expenditures	%
Mitacs Entrepreneur International internships (#)	600		600	
Direct research awards				
Mitacs Entrepreneur International awards	\$ 3,000,000		\$ 3,000,000	
Total direct research awards	\$ 3,000,000	86%	\$ 3,000,000	85%
Program delivery costs				
Program management	\$ 200,000		\$ 206,200	
Research management and evaluation	\$ 20,000		\$ 20,000	
Business development	\$ 80,000		\$ 100,000	
Corporate services	\$ 200,000		\$ 200,000	
Amortization			\$ 6,000	
Total contractual overhead	\$ 500,000	14%	\$ 532,200	15%
Total Mitacs Entrepreneur International	\$ 3,500,000	100%	\$ 3,532,200	100%

The MEI program expenditures are managed as stated in section 4.7 below.

4.6 Training planned expenditures

Table 6: Planned training expenditures for 2023–24

Expenditures	2023–24 ISED	%	Training expenditures	%
Direct research awards				
Total training and skills development	\$ 2,608,696		\$ 2,608,696	
Total direct research awards	\$ 2,608,696	87%	\$ 2,608,696	87%
Program delivery costs				
Program management	\$ 4,625		\$ 4,625	
Research management and evaluation	\$ 72,853		\$ 72,853	
Business development	\$ 76,831		\$ 76,831	
Corporate services	\$ 240,197		\$ 240,197	
Amortization	\$ -		\$ 8,405	
Total contractual overhead	\$ 394,506	13%	\$ 402,910	13%
Total Training expenditures	\$ 3,003,202	100%	\$ 3,011,607	100%

Table 6 above details our planned expenditures related to training and skills development programming.

4.7 Management of funds

Domestic: Accelerate, Elevate, and BSI

- 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
 - The host organization has acknowledged through a signature the financial commitment of the Mitacs application
 - 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.

International: Globalink, MEI

- 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.

The following additional criteria are applicable per initiative:

Globalink Research Internship

- 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.
- Funds are only distributed to students upon entry into Canada.

Globalink Research Award

- 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

- 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.

Mitacs Entrepreneur International

- Approval of an application for a travel grant through MEI.
- 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.

Financial management oversight and governance

The Audit, Finance and Technology Committee supports Mitacs's Board of Directors in fulfilling its fiduciary responsibilities with respect to the management of funds. The Committee meets quarterly and reports to the Board on the outcome of its deliberations. The Committee is responsible for overseeing the investment and management of funds received from the Government of Canada as per a Board-approved investment policy that outlines guidelines, standards and procedures for the prudent investment and management of funds; and

overseeing Mitacs policies, processes, and activities in the areas of accounting and internal controls, risk management, cybersecurity, auditing, and financial reporting.

Annual audit

The annual audit of Mitacs financial statements is conducted in accordance with generally accepted Canadian auditing standards. The statements are filed with Innovation, Science and Economic Development Canada (ISED) by July 31 of each fiscal year. The objective is to express an opinion on whether Mitacs financial statements present fairly—in all material respects—the financial position, results of operations and cash flow of the corporation. Upon completion of the audit, the financial statements and a summary of audit findings are presented to the Audit, Finance and Technology Committee. They are then presented to the Board of Directors for final approval and posted publicly via the Mitacs website.

Contract audit

Mitacs's management made the decision to leverage the annual external Mitacs Inc. audit conducted by KPMG LLP to include funding contracts, including one of the Minister of Industry Canada's agreements (Project # 945-511476). This was undertaken to provide funders with an additional audit assurance and added confidence in the management of the grant funds awarded together with overall contract compliance. Audit procedures were performed on a contract-by-contract basis by KPMG, including substantive testing and eligibility testing. The audited financial information will include a Schedule of Changes in Grant Funds and Schedule of Revenue and Expenditures and other relevant information based on Canadian Auditing Standards (CAS) 805 – Audit of historical financial information other than financial statements.

5. Anticipated funding from other sources

Program	ISED	Provincial and territorial partners	Host organizations	International	Total funding support 2023–24
Accelerate	\$109,758,151	\$ 50,153,969	\$ 119,536,173	\$ -	\$ 279,448,292
BSI	\$ 12,417,713	\$ 5,517,859	\$ 13,559,718	\$ -	\$ 31,495,290
Elevate	\$ 15,120,377	\$ 2,719,389	\$ 13,397,535	\$ -	\$ 31,237,301
Globalink	\$ 22,920,520	\$ 1,887,987	\$ -	\$ 1,850,267	\$ 26,658,773
MEI	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 3,500,000
Training	\$ 3,003,202	\$ -	\$ -	\$ -	\$ 3,003,202
Grand total	\$166,719,964	\$ 60,279,204	\$ 146,493,426	\$ 1,850,267	\$ 375,342,860

6. Risk assessment and mitigation strategies

Risk management is integrated into all our operational, managerial, and governance activities. A formal risk register is in place and regularly presented to the Board of Directors. Strategic risks arising from the external operating environment, as well as the internal operating environment, are assessed on an ongoing basis. Mitacs is also currently undertaking a comprehensive review of its overall risk management framework and will be implementing an updated Enterprise Risk Management Framework in 2023–24.

The following risks and corresponding mitigation strategies have been identified for 2023–24 fiscal year.

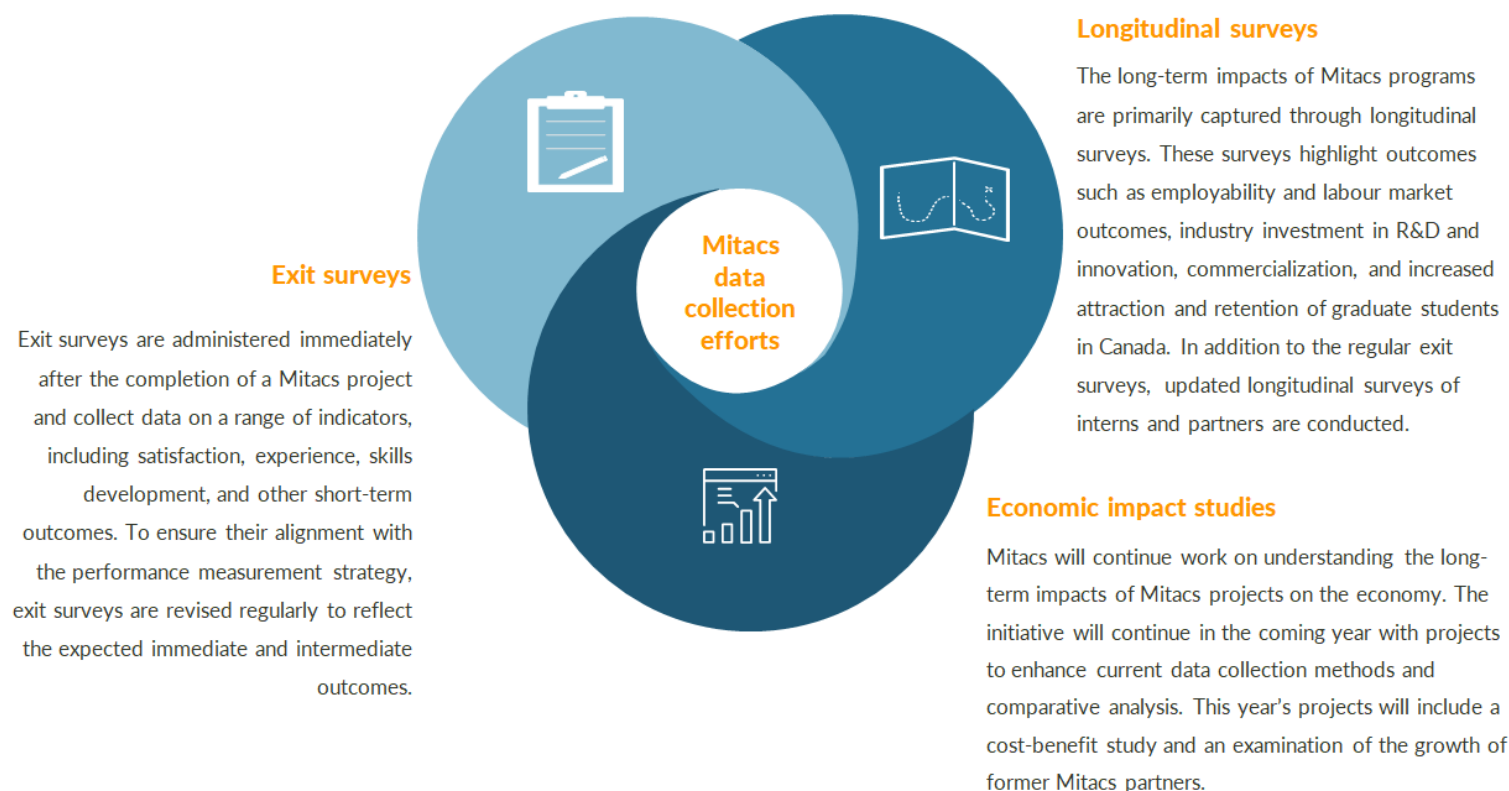
Risk assessment	Mitigation strategy
Non-federal sources of funding will not be realized to support demand in provinces and territories impacting the ability to meet the contract targets and support key projects which may impact outcomes aligned with this agreement's objectives.	Mitacs continues to build strong partnerships with governments and other organizations, aligning federal, territorial, and provincial priorities to meet the needs of Canada. Mitacs will draw on expertise in national partnerships, advisory service through the business development team, and international partnerships team will continue to attract funding.
Mitacs's business is impacted by the Canadian macroeconomy. Inflation has risen to its highest rate since September 1991 posing a recession risk. Mitacs's program offering is financial in nature and as such our output (research awards) is exposed to inflation. Mitacs as a not-for-profit organization is also at risk of financial pressures due to increased costs and fixed long-term agreements which do not adjust for changes in the economy.	Mitacs will continue to evaluate the real (present-day) value of our internship awards and seek increased nominal support for our internships from our partners to sustainably offer additional higher value internship units. Mitacs will evaluate its funding and revenue model to maintain capacity to support costs of delivering our programs and commitments.
Inability to deliver total contract target internships with current funding level while adhering to the program maximum and minimum targets in the agreements.	Mitacs will respond to the demand of the innovation ecosystem. As we continue through the delivery of the current five-year grant, we will forecast uptake of our distinct programs and raise the possibility of delaying/declining units if maximum thresholds are nearing.
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.

Risk assessment	Mitigation strategy
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.
Recently updated requirements to the CyberSecure Canada certification program may cause delay in our ability to ascertain this certification by the end of fiscal year 2023–24.	Mitacs is engaging a certified CyberSecure Canada assessor to conduct Mitacs's posture assessments against CyberSecure Canada requirements. We will learn the gap of what needs to be achieved to start the certification process and how long we expect to mitigate by end of 2023–24.
Inability to operationalize Mitacs Research Security Plan within agreed upon timeframe.	Mitacs will focus on operationalizing the plan submitted to ISED for Accelerate, and then expanding to include Elevate. Mitacs will continue to enhance internal processes and procedures around research security.

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 our 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 our 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 our stakeholders. Mitacs plans to review its performance measurement strategy in 2023–24 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:

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 Fall of 2023–24. The Accelerate-Elevate Intern Career follow-up survey provides 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 third 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 the Accelerate program.

7.2 BSI and MEI

Work will continue to capture the immediate outcomes of the BSI and MEI programs. The pandemic has curtailed MEI participants' ability to travel abroad in recent years, and this has significantly reduced the number of awards for outcome data collection. A five-year review of the outcomes of the MEI program will be published in 2023–24.

7.3 Globalink

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 2023–24, an inaugural 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 2023–24

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

Cashflow 2023–24				
Program	Cashflow from #945-513763	Cashflow from #950-512476	Cashflow from #945-514605	Total
Accelerate	\$ 108,597,331	\$ -	\$ 1,160,820	\$ 109,758,151
BSI	\$ 11,837,303	\$ -	\$ 580,410	\$ 12,417,713
Training	\$ 3,003,202	\$ -	\$ -	\$ 3,003,202
Globalink	\$ 20,759,973	\$ -	\$ 2,160,547	\$ 22,920,520
Elevate	\$ 15,022,154	\$ -	\$ 98,223	\$ 15,120,377
MEI*	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
MEI** Request to access to prior year grant	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
Total	\$ 159,219,964	\$ 3,500,000	\$ 4,000,000	\$ 166,719,964

*Cash flow per agreement funding profile and would result in 340 internships supported

**Cash flow request to support additional demand from the prior year grant balance would result in 260 internships supported

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

Appendix B: Colleges with signed Mitacs MOUs

College name	City	Province/Territory
Algonquin College of Applied Arts and Technology	Ottawa	Ontario
Assiniboine Community College	Brandon	Manitoba
Aurora College	Inuvik	Northwest Territories
Bow Valley College	Calgary	Alberta
British Columbia Institute of Technology (BCIT)	Burnaby	British Columbia
Cambrian College of Applied Arts and Technology	Sudbury	Ontario
Camosun College	Victoria	British Columbia
Campus Notre-Dame-de-Foy (CNDF)	Saint-Augustin-de-Desmaures	Québec
Canadian College of Naturopathic Medicine	Toronto	Ontario
Canadian Memorial Chiropractic College (CMCC)	Toronto	Ontario
Canadore College	North Bay	Ontario
Cégep André-Laurendeau	Montréal	Québec
Cégep Beauce-Appalaches	Saint-Georges	Québec
Cégep de Baie-Comeau	Baie-Comeau	Québec
Cégep de Chicoutimi	Saguenay	Québec
Cégep de Drummondville	Drummondville	Québec
Cégep de Granby	Granby	Québec
Cégep de Jonquière	Saguenay	Québec
Cégep de L'Outaouais – campus Félix-Leclerc	Gatineau	Québec
Cégep de la Gaspésie et des Îles	Gaspé	Québec
Cégep de La Pocatière	La Pocatière	Québec
Cégep de Lévis	Lévis	Québec
Cégep de Matane	Matane	Québec
Cégep de Rimouski	Rimouski	Québec
Cégep de Rivière-du-Loup	Rivière-du-Loup	Québec
Cégep de Sainte-Foy	Québec City	Québec
Cégep de Saint-Félicien	Saint-Félicien	Québec
Cégep de Saint-Hyacinthe	Saint-Hyacinthe	Québec

College name	City	Province/Territory
Cégep de Saint-Jérôme	Saint-Jérôme	Québec
Cégep de Saint-Laurent	Montréal	Québec
Cégep de Sept-Îles	Sept-Îles	Québec
Cégep de Shawinigan	Shawinigan	Québec
Cégep de Sherbrooke	Sherbrooke	Québec
Cégep de Thetford	Thetford Mines	Québec
Cégep de Trois-Rivières - Innofibre	Trois-Rivières	Québec
Cégep de Victoriaville	Victoriaville	Québec
Cégep du Vieux Montréal	Montréal	Québec
Cégep Édouard-Montpetit	Longueuil	Québec
Cégep Gérald-Godin	Montréal	Québec
Cégep Limoilou	Québec City	Québec
Cégep Marie-Victorin	Montréal	Québec
Cégep régional de Lanaudière	Repentigny	Québec
Cégep Saint-Jean-sur-Richelieu	Saint-Jean-sur-Richelieu	Québec
Centennial College of Applied Arts and Technology	Toronto	Ontario
Champlain College Saint-Lambert	Saint-Lambert	Québec
Collège Boréal	Sudbury	Ontario
Collège communautaire du Nouveau-Brunswick (CCNB)	Bathurst	New Brunswick
Collège d'Alma	Alma	Québec
Collège de Bois-de-Boulogne	Montréal	Québec
Collège de Maisonneuve	Montréal	Québec
Collège de Rosemont	Montréal	Québec
Collège Jean-de-Brébeuf	Montréal	Québec
Collège La Cité	Ottawa	Ontario
Collège Lionel-Groulx	Sainte-Thérèse	Québec
Collège Montmorency	Laval	Québec
College of New Caledonia	Prince George	British Columbia

College name	City	Province/Territory
College of the North Atlantic	Stephenville	Newfoundland and Labrador
College of the Rockies	Cranbrook	British Columbia
Conestoga College Institute of Technology and Advanced Learning	Kitchener	Ontario
Confederation College	Thunder Bay	Ontario
Dawson College	Montréal	Québec
Douglas College	New Westminster	British Columbia
Durham College of Applied Arts and Technology	Oshawa	Ontario
Fanshawe College of Applied Arts and Technology	London	Ontario
Fleming College	Peterborough	Ontario
George Brown College	Toronto	Ontario
Georgian College	Barrie	Ontario
Holland College	Charlottetown	Prince Edward Island
Humber College Institute of Technology and Advanced Learning	Toronto	Ontario
Institut de tourisme et d'hôtellerie du Québec	Montréal	Québec
John Abbott College	Sainte-Anne-de-Bellevue	Québec
Justice Institute of British Columbia (JIBC)	New Westminster	British Columbia
Keyano College	Fort McMurray	Alberta
Lakeland College	Vermilion	Alberta
Lambton College	Toronto	Ontario
Langara College	Vancouver	British Columbia
Lethbridge College	Lethbridge	Alberta
Loyalist College	Toronto	Ontario
Manitoba Institute of Trades and Technology	Winnipeg	Manitoba
Marianopolis College	Westmount	Québec
Medicine Hat College	Medicine Hat	Alberta
Mohawk College of Applied Arts and Technology	Hamilton	Ontario
New Brunswick Community College (NBCC)	Fredericton	New Brunswick
Niagara College of Applied Arts and Technology	Welland	Ontario

College name	City	Province/Territory
NorQuest College	Edmonton	Alberta
North Island College (NIC)	Courtenay	British Columbia
Northern Alberta Institute of Technology (NAIT)	Edmonton	Alberta
Northern College of Applied Arts and Technology	Timmins	Ontario
Northwestern Polytechnic	Grande Prairie	Alberta
Nova Scotia Community College	Halifax	Nova Scotia
Okanagan College	Kelowna	British Columbia
Olds College of Agriculture & Technology	Olds	Alberta
Parkland College	Canora	Saskatchewan
Portage College	Lac La Biche	Alberta
Red Deer Polytechnic	Red Deer	Alberta
Red River College Polytechnic	Winnipeg	Manitoba
Saskatchewan Polytechnic	Saskatoon	Saskatchewan
Selkirk College	Castlegar	British Columbia
Séminaire de Sherbrooke	Sherbrooke	Québec
Seneca College of Applied Arts and Technology	Toronto	Ontario
Sheridan College Institute of Technology and Advanced Learning	Oakville	Ontario
Southern Alberta Institute of Technology (SAIT)	Calgary	Alberta
St. Clair College of Applied Arts and Technology	Windsor	Ontario
St. Lawrence College	Kingston	Ontario
TAV College / Collège TAV	Montréal	Québec
University College of the North (UCN)	The Pas	Manitoba
Vanier College	Montréal	Québec

Appendix C: Mitacs international partners

Country/Region	Partner organization
Americas	Agence Universitaire de la Francophonie (AUF)
Australia	Universities Australia
Brazil	Araucária Foundation
Chile	CRUCH-FUDEA
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 NGI Enricher
France	Inria CNRS Université Grenoble Alpes Université de Lorraine Université de Bordeaux Université Côte d'Azur Aix-Marseille Université 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 Hanse University Korea Aerospace University
Mexico	Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) State of Guanajuato – JuventudEsGto Secretariat of Public Education (SEP) Universidad Tecnológica El Retoño (UTR)
Singapore	National Research Foundation
South Africa	National Research Foundation
Taiwan	GLORIA – National Cheng Kung University (NCKU)
Tunisia	Ministry of Higher Education & Scientific Research

Country/Region	Partner organization
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

Appendix D: Mitacs-approved incubators for MEI

Incubator	Affiliation
Legal Innovation Zone	Toronto Metropolitan University
WatCo – Waterloo Commercialization Office	University of Waterloo
Hatch	University of British Columbia
Social Venture Zone	Toronto Metropolitan University
Western Accelerator	Western University
Innovation Factory	McMaster University
Jim Fielding Innovation and Commercialization Space	Laurentian University
Fashion Zone	Toronto Metropolitan University
The Foundry	Laurentian University
Science Discovery Zone	Toronto Metropolitan University
Biomedical Zone	Toronto Metropolitan University
Centech	École de technologie supérieure
ACET	Université de Sherbrooke
District 3	Concordia University
North Forge Technology Exchange	University of Manitoba
Velocity Fund	University of Waterloo
YSpace	York University
Memorial Centre for Entrepreneurship	Memorial University
Design Fabrication Zone	Toronto Metropolitan University
The Accelerator Centre	University of Waterloo
Centre for Women in Business – Grow Now	Mount St. Vincent University
Innovate Calgary	University of Calgary
Genesis Centre	Memorial University
Next AI	HEC Montréal
COVE	Dalhousie University
Venture Labs	University of British Columbia
Health Innovation Hub (Ontario)	University of Toronto
Creative Destruction Lab	HEC Montréal
eHub	University of Alberta
MT Lab	UQAM
Platform Calgary	University of Calgary
The Forge	McMaster University
Mawji Centre	Northern Alberta Institute of Technology
Health Innovation Hub (Alberta)	University of Alberta
La base entrepreneuriale	HEC Montréal
UTEST	University of Toronto
Ignite Atlantic	Nova Scotia Community College
Agility	University of Lethbridge
Invest Nova Scotia	Dalhousie University
Accélérateur entrepreneurial Desjardins (AED)	Université de Sherbrooke

Incubator	Affiliation
Brilliant Catalyst	Ontario Tech University
Brilliant Catalyst	Ontario Tech University
Bureau de soutien à l'entrepreneuriat (BSE)	Polytechnique Montréal
Carrefour d'entrepreneuriat et d'innovation (CEI)	Université du Québec à Trois-Rivières
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 and Université de Montréal
Centre for Digital Media	UBC/SFU/BCIT/Emily Carr
Centre for Social Entreprise	Memorial University
Centre québécois d'innovation en biotechnologie (CQIB)	Institut national de la recherche scientifique
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
Dunin-Deshpande Queen's Innovation Centre	Queen's University
e@UBCO	University of British Columbia (Okanagan)
eHUB (Ottawa)	University of Ottawa
Emera ideaHUB	Dalhousie University
Engine	McGill University
Epic Innovations/EPICentre	University of Windsor
Epp Peace Incubator	University of Waterloo
GreenHouse	University of Waterloo
Impact Centre	University of Toronto
Hatchery	University of Toronto
Hunter Hub for Entrepreneurial Thinking	University of Calgary
iBoost Zone	Toronto Metropolitan University
ICUBE	University of Toronto (Mississauga)
Ingenuity	Lakehead University
Innovation Park	Queen's University
Invest Ottawa	University of Ottawa
Island Sandbox	Cape Breton University
LaunchPad	Wilfrid Laurier University
Lead to Win/CIAP	Carleton University
Norman Newman Centre for Entrepreneurship, LaunchPad	Dalhousie University
Notman House	McGill University
Planet Hatch	University of New Brunswick

Incubator	Affiliation
Propel	Western University
Rural Innovation Centre	Acadia University
Saint Mary's Entrepreneurship Centre/Spark Centre	Saint Mary's University
ShiftKey Labs	Dalhousie University
StFX Innovation Hub	St. Francis Xavier University
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
Transmedia Zone	Toronto Metropolitan University
University of Alberta Health Accelerator	University of Alberta
Volta	Saint Mary's University
STInnovations	University of Alberta
Entrepreneuriat ULaval	Université de Laval
The Innovation Hub	Carleton University
Atelier d'innovation sociale Mauril Belanger	Saint Paul University
Energia Ventures	University of New Brunswick
Creative Destruction Lab – Rockies	University of Calgary