mitacs

Strategic Plan 2026–2030

TALENT AND RESEARCH POWERING INNOVATION

Message from the CEO

I am pleased to present Mitacs' Strategic Plan 2026–2030: Talent and Research Powering Innovation.

For over 25 years, Mitacs has helped to grow the economy and develop the workforce of tomorrow, based on a powerful model: to solve real-world challenges, we co-invest with businesses in research collaboration with universities and colleges, through internships for undergraduate to graduate students and post-doctoral fellows.

We're at a critical time for Canada, with a need to build a stronger, more resilient economy to address urgent challenges in productivity, global markets and competitiveness, and technological transformation and disruption. We need to strengthen research and innovation capacity and investment, accelerate commercialization, and ensure that Canada has the workforce-ready talent needed to grow the economy.

Mitacs' Strategic Plan 2026–2030 is our response to these challenges and a roadmap to helping to build a stronger future for Canada. It optimizes what Mitacs uniquely offers — a talent-first approach, a research–commercialization bridge, and a national innovation connector. We support partnerships across the whole economy, powered by talent drawn from a broad range of academic disciplines and almost 200 post-secondary institutions.

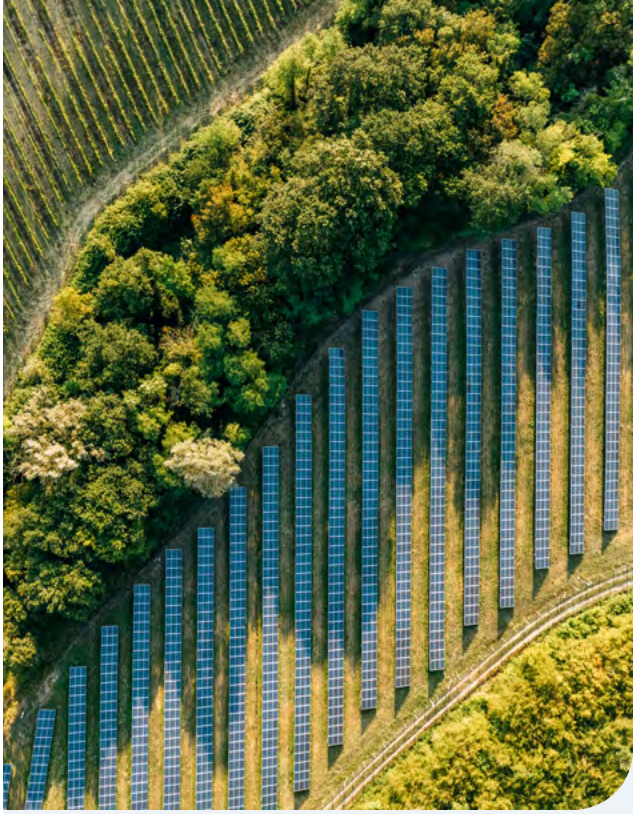
I am grateful to all those who shared ideas and perspectives to inform the strategic plan. These diverse perspectives from staff across Mitacs and from partners and stakeholders across Canada have been invaluable in shaping our future vision and strategic directions. At many roundtables and discussions, it was encouraging to hear broad support for Mitacs as a go-to partner for research and innovation collaboration and as a talent pipeline to grow businesses in Canada.

With this strategic plan, Mitacs enters its next chapter. With a clear focus on helping to build a strong and resilient Canadian economy powered by ideas, talent, and innovation, we will deliver impact that meets the needs of Canada at this moment and for the years to come.

Dr. Stephen Lucas, CM
Chief Executive Officer

Table of Contents

Executive Summary



For over 25 years, Mitacs has helped to grow the economy and develop the workforce of tomorrow by connecting academia with industry and global partners to solve real-world challenges. Our model is simple but powerful: Mitacs supports business–academic research collaboration through internships for undergraduate to graduate students and post-doctoral fellows, which are co-funded with the business partner.

Our impact is significant — private sector partners have seen an average **11 percent boost in productivity**, **9 percent growth in revenue**, and a **16 percent increase in sales.**[1] Since 2018, we've supported over **46,000 students, more than 35,000 innovation projects**, and **over 11,000 partners through almost 100,000 internships**. Across these projects, we invested **$1.42 billion in research and development** (R&D) to help drive Canada's competitiveness on the global stage.[2]

Canada faces a time of economic uncertainty, geopolitical instability, and persistent productivity challenges, all against the backdrop of rapid technological change and disruption, and societal challenges such as climate change. Within this context, there is an urgent need to strengthen research and innovation capacity and investment, accelerate commercialization, and build a stronger and more resilient economy. Mitacs stands at a pivotal moment in its evolution and is ready to contribute to these national challenges. This strategic plan, guiding Mitacs for the next five years, charts our course forward.

At the heart of our strategy is a bold vision:

A strong and resilient Canadian economy powered by ideas, talent, and innovation.

It's a vision rooted in the belief that Canada's future prosperity depends on our ability to harness the full potential of our people and their ideas.

To realize this, Mitacs' mission is:

To drive industry–academic collaboration, deploy skilled talent, and build innovation capacity to strengthen Canada's productivity and global competitiveness.

1 Mitacs and Statistics Canada. 2024. *Fueling Innovation: Measuring the Economic Impact of Mitacs.* Accessed October 17, 2025. https://www.mitacs.ca/wp-content/uploads/2024/10/Statistics-Canada-Report_EN.pdf
Based on independent analysis by Statistics Canada evaluating the effects of Mitacs' programs on the business performance indicators of industry partners. Economic performance of companies that participated in Mitacs programs compared to those that did not, between 2009 and 2018. Considers three years after Mitacs' support.

2 Mitacs. 2025. Aggregated Program Data, April 2018–March 2025.

This strategic plan, shaped through a comprehensive and consultative process, reflects broad support for Mitacs as Canada's go-to partner for innovation collaboration. It is bold, responsive, and grounded in the real-world needs of our partners. It sets out **five strategic focus areas:**

1. **Deliver impact for the economy, workforce, and society:** Mitacs will embed a unified **impact framework** across its programs to ensure **measurable contributions** to outcomes such as talent development, firm growth, quality of life, productivity, and commercialization.

2. **Support the journey to commercial success:** Mitacs will **strengthen pathways from research to market** by tailoring support to firms, helping improve clarity and efficiency of intellectual property (IP) management, enabling technology adoption, and supporting interns to thrive in the workplace, including in industry and as entrepreneurs.

3. **Drive connections and collaboration:** Mitacs will scale its role as a **convener and proactive broker of connections**, matching industry needs with research talent and catalyzing larger, more strategic, collaborations within and across sectors and disciplines nationally and internationally.

4. **Invest strategically:** Mitacs will **purposefully allocate funding** that supports both partner-driven proposals and strategic priorities such as national, provincial, territorial, or sectoral opportunities. In addition, Mitacs will strengthen its support for Indigenous students, businesses, and entrepreneurs.

5. **Operate with excellence:** Mitacs will **invest in its people** and workplace, building the diverse expertise the organization needs to deliver. Mitacs will also modernize its digital platform and processes to create a **streamlined, user-friendly experience for partners and data-driven internal operations** that will reduce administrative burden and speed up decision-making, underpinned by strong stewardship of resources.

This is a critical time for Canada to think big about how to build a stronger, more resilient economy for the future benefit of all Canadians, and take bold action. With our highly successful model, proven track record, and powerful new strategy, Mitacs is ready to help make this vision a reality for Canada.

Introduction

Overview of Mitacs

Mitacs is a national innovation connector in Canada, bringing together academia, industry, government, and global partners to solve real-world problems, develop top talent, and grow the Canadian economy.

For over 25 years we have enabled students from undergraduate to post-doctoral levels in internships with the private sector and other organizations across Canada to collaborate on cutting-edge research and innovation projects. Co-investing in students with industry and other partners also allows us to work at the intersection of research and application, helping ideas move from lab to market, and talent move from classroom to career.

What began in British Columbia as a mathematics research network has evolved into a national player — supported by the Government of Canada, all provinces, and the Yukon Territory. Across the country, in all sectors and transformative technologies, Mitacs works with almost 200 post-secondary institutions (PSIs) and tens of thousands of partners in Canada and globally, including the private sector, not-for-profits, health sector, and municipalities. We have grown into a national innovation organization, injecting over $1.42 billion into Canadian R&D and supporting almost 50,000 students over the past seven years.[3] In a time of uncertainty, technological disruption, and global competition, Mitacs is a proven force for turning Canadian potential into performance and ideas into innovation.

Who are our partners?

Mitacs connects and collaborates with a range of partners through the projects we support and through connections to national and global networks. This includes:

Academia: Mitacs partners with post-secondary institutions (universities, polytechnics, and colleges) in Canada and internationally in addition to professors, researchers, and students to connect academic talent with industry and other organizations and provide a path for cutting-edge research to tackle real-world challenges.

Private Sector: Mitacs helps private sector businesses and, in particular, small- and medium-sized enterprises (SMEs) access research talent through post-secondary institutions. This augments their R&D capacity which supports their innovation and productivity.

Not-for-Profits, Municipalities, and Health Sector Organizations: Mitacs supports public and community organizations by connecting them with skilled researchers to advance innovation in pursuit of more efficient services and systems, such as in healthcare provision and the public sector.

Business Support Organizations: Mitacs works with incubators, accelerators, and innovation hubs to connect start-ups they support with skilled talent and funding, helping move ideas from early-stage development to scalable market growth.

Governments: Mitacs is supported by investments from the Government of Canada, all provinces, and the Yukon Territory, which enables us to help deliver on their priorities.

3 Mitacs. 2025. Aggregated Program Data, April 2018–March 2025.

Key milestones in Mitacs' evolution

1998–2003
Early beginnings of Mitacs

Created in 1998 through Canada's Networks of Centres of Excellence program, the first iteration of Mathematics of Information Technology and Complex Systems (MITACS) internships was focused on mathematical sciences and related disciplines. By 2003, the internship program was launched and $1 million in industry funding was secured.

2004–2010
Early expansion

Mitacs began to grow beyond mathematics, launching its Accelerate, Globalink, and Elevate programs. In 2006, BC invested $10 million to expand Accelerate, followed by major support from Ontario and the federal government. By 2010, Mitacs was delivering over 1,300 internships annually and had restructured to support national delivery.

2011–2015
National recognition

Mitacs continued to scale programs and deepen partnerships. Internship volumes rose above 3,000 per year, and the organization expanded to more than 100 staff and 20 offices across Canada. In 2015, Mitacs was formally named the federal delivery vehicle for R&D internships by Innovation, Science and Economic Development (ISED), marking a major milestone in its national role.

2016–2019
Organizational maturity

Mitacs strengthened its position as a trusted partner in Canada's innovation ecosystem. Internship delivery rose to nearly 6,000 annually, and student awards more than doubled from $61 million to $122 million. Federal budget support increased again, reinforcing Mitacs' role in national innovation policy.

2020–2025
Systemic ecosystem role

Mitacs demonstrated agility and leadership during the COVID-19 pandemic, shifting to virtual delivery and increasing support for small businesses. It joined national strategies in artificial intelligence (AI) and quantum technologies. By 2025, Mitacs had invested over $1.42 billion in Canadian innovation since 2018, supported more than 46,000 interns, and partnered with over 11,000 organizations.

2025+
Mitacs in the future

Amid rapid technological and geopolitical change, Mitacs is helping build a resilient Canadian economy powered by ideas, talent, and innovation. As a trusted partner, it drives collaboration, deploys skilled talent, and strengthens Canada's innovation capacity to deliver national impact. This strategy is the next iteration in that journey.

A snapshot of Mitacs' impact[4]

From humble beginnings as a mathematics research network, Mitacs has grown into a key player in Canada's innovation ecosystem. Between April 2018 and March 2025, we invested $1.42 billion in Canadian R&D — fueling over 35,000 innovation projects and delivering more than 99,000 internships. This national impact has been made possible through deep partnerships with 198 post-secondary institutions, more than 11,000 enterprise partners (86% of which are SMEs), and more than 13,000 academic supervisors. Together, we've engaged over 46,000 highly skilled interns, including more than 12,000 international participants, helping to build a more connected, competitive, and resilient innovation economy. Annex A shares examples of Mitacs projects.

$1.42B
invested in Canadian R&D

35,000+
innovation projects

99,000+
internships

Positive talent development and career outcomes for interns[5]

97% of interns report improved professional and technical skills

68% of former interns earn over $75,000 annually

70% of interns remain in R&D roles in Canada

16% go on to found a business

98% of interns recommend the program

Positive impacts for Mitacs-supported businesses[6]

16% rise in sales

9% increase in revenue

11% boost in productivity

37% increase in R&D spending over seven years, while similar firms not partnering with Mitacs saw their R&D spending drop by more than half

Academic partners also see benefits[7]

96% of academic supervisors report improved understanding of partner sector needs

88% of supervisors express increased interest in future industry collaboration

79% of enterprise partners plan to collaborate again with the same academic partner and institution

4 Mitacs. 2025. Aggregated Program Data, April 2018–March 2025.
5 Mitacs. 2024. *Annual exit survey data for Accelerate, Elevate, and Business Strategy Internship programs, 2020–2023.* Exit surveys are administered to partner, intern, or professor participants.
6 Mitacs and Statistics Canada. 2024. *Fueling Innovation: Measuring the Economic Impact of Mitacs. Accessed October 17, 2025.* https://www.mitacs.ca/wp-content/uploads/2024/10/Statistics-Canada-Report_EN.pdf
7 Mitacs. 2024. *Annual exit survey data for Accelerate, Elevate, and Business Strategy Internship programs, 2020–2023.*

Mitacs' Model

Our model is simple: Mitacs supports business–academic research collaboration through internships for undergraduate and graduate students and post-doctoral fellows. We work closely with post-secondary institutions (PSIs) to place the students with partnering Canadian enterprises, who co-fund the internships, including private sector businesses, not-for-profits, municipalities, and health sector organizations.

Mitacs operates within a complex landscape of organizations dedicated to supporting research, innovation, and talent development in Canada, including the federal research granting councils, Canada Foundation for Innovation (CFI), Genome Canada, the Canadian Institute for Advanced Research (CIFAR) and AI institutes, government agencies such as the National Research Council, and innovation support organizations like incubators, accelerators, and venture capital funds. Understanding the research and innovation ecosystem allows Mitacs to be deliberate about where we are best positioned to lead and where we can provide the most value by partnering to amplify impact and complement the work of others.

Talent and research powering innovation

Mitacs supports business–academic research collaboration through internships for students.

Academic partner
Universities, polytechnics, colleges, and their professors

Industry partner
Private sector, not-for-profits, municipalities, health sector organizations

Interns
Undergraduate students, graduate students, and post-doctoral fellows

↓

Mitacs' unique value proposition

- Talent-first approach, developing students for workforce
- Strengthen research and innovation capacity
- Bridge research to commercialization, accelerating market entry and growth
- National innovation connector

Mitacs' Unique Value Proposition

Mitacs is uniquely positioned to lead by supporting talent in research collaboration projects between the business partner who has a problem to solve and faculty members who help to solve it through the work of the student on the internship with the business. While other organizations may support research through funding or work-integrated learning for students, Mitacs is distinguished by our ability to integrate multiple objectives into a single, integrated and scalable model as outlined above.

We take a talent-first approach, focusing on people, rather than projects, as the primary enabler of research knowledge transfer and commercialization. The talent-centric model allows for greater speed and agility compared to other programs and provides students and post-doctoral fellows with skills and experience to succeed in their careers. Mitacs' model helps build talent pipelines, ensuring Canadian organizations have access to the highly skilled professionals needed to address a critical gap in talent and drive innovation, productivity, and competitiveness.

By embedding talent, particularly in SMEs, **we strengthen research and innovation capacity** within the private sector including through supporting business research and enabling access to R&D talent and facilities for organizations that may lack their own research capacity.

Mitacs serves as a **research–commercialization bridge**, funding collaborative projects between industry and academia across all disciplines and sectors at various Technology Readiness Levels (TRLs). **Mitacs also helps accelerate market entry and growth**, by helping firms bring new products and services to market faster and by quickly linking them with researchers and students who can deliver focused, near-term project results along the path for commercialization. Mitacs also supports early-stage firms by partnering with supporting programs such as Lab2Market and Invention to Innovation, helping transform research and ideas into market opportunities and impact.

Mitacs is a national innovation connector in Canada — while other organizations may be sector-specific or regionally focused, Mitacs supports partnerships across the whole economy, powered by talent drawn from a huge range of academic disciplines and almost 200 post-secondary institutions. Rather than simply supporting existing partnerships, we help create and facilitate collaborations nationally and globally that would not otherwise exist and provide the skilled student talent to support them. Our active matchmaking and facilitating is a core, value-added differentiator for Mitacs, powered by data and an understanding of the entire research and innovation landscape.

What a project with Mitacs means for you

Private sector, not-for-profit, municipal, and health organizations: Gain access to top-tier research talent and R&D capacity that powers faster commercialization and tailored support for technology adoption. Mitacs offers the connections and funding that help unlock innovation potential for industry partners.

Researchers and post-secondary institutions: Bridge the research-to-real-world application of your research by accessing funding, networks, and global partnerships. Strengthen collaboration with industry and stay connected to cutting-edge applications.

Student interns: Develop your skills with hands-on industry experience, ready yourself for future entrepreneurship, gain access to global networks and transformative projects, and benefit from competitive stipends.

An overview of Mitacs programs

Accelerate: Facilitates opportunities for businesses and not-for-profit organizations across Canada to participate in applied research projects in collaboration with academic institutions while providing post-secondary students and postdoctoral fellows with high-quality internship opportunities.

Business Strategy Internship (BSI): An innovation-based internship that helps 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.

Globalink: Engages foreign and domestic talent in two-way international research experiences to build international links and highlight Canada as a research destination of choice.

Indigenous Pathways: A subset of Mitacs programming that supports Indigenous innovation in Canada by connecting Indigenous businesses and not-for-profit organizations and/or Indigenous interns with key resources and funding.

Training: Provides workshops, courses, and events to help student participants develop their professional skills and expand their networks.

Understanding our Context Today and Looking Ahead

Why now? Mitacs is ready to support Canada's economy

At this time when Canada has the need for talent and innovation to accelerate research knowledge transfer, commercialization, and increased technology adoption, Mitacs is well-positioned to help build a stronger and more resilient economy in the face of economic headwinds.

Mitacs also stands at a pivotal moment in its own evolution: it has been five years since the last strategic plan was developed in the early period of the COVID-19 pandemic and before Mitacs reached its 25th anniversary, with all the organizational growth and change that has occurred in that time. This strategic plan is positioned to guide Mitacs for the next five years.

How we developed our strategy

In developing this new strategy, Mitacs undertook a comprehensive process that was supported by a joint working group of Board members and Mitacs senior leaders with active involvement from Mitacs staff and the Board of Directors.

Throughout the strategy development process, we consulted widely. To gather a range of perspectives from those driving innovation on the ground, we held discussions and roundtables across Canada, including academic leaders, representatives of businesses and not-for-profit organizations, and former Mitacs interns. We also sought advice from the Mitacs Research and Innovation Council (MRIC), and the Full Partner Advisory Committee (FPAC).

To inform our strategy, we completed a comprehensive scan of our environment with Mitacs staff, experts, and partners *(see Annex B for details)*.

Five key themes emerged:

1. Canada is navigating a time of geopolitical and economic uncertainty and disruption.
2. Structural weaknesses and a competitiveness gap are limiting Canada's economic performance.
3. The Canadian economy has declining productivity, driven by low business R&D investment and slow technology adoption.
4. Rapid technological change is creating both transformative opportunities and significant risks for Canada, including to sovereignty and security.
5. A shifting social landscape is marked by polarization, loss of trust in institutions, and changing public attitudes in areas such as social cohesion and immigration.

Advisory bodies at Mitacs

Mitacs Research and Innovation Council (MRIC): The Mitacs Research and Innovation Council is an advisory body that maintains, enhances, and upholds standards for the quality, relevance, and integrity of Mitacs-funded research and innovation activities.

Full Partner Advisory Committee (FPAC): Composed of Mitacs' 30 full partner universities, which represent Canada's leading research institutions, FPAC forms a core part of the organization's governance model. They act as a key consultancy body for Mitacs' executive leadership.

What we heard from our partners and stakeholders

Through engagement with external partners and stakeholders, including surveys and roundtables across Canada, we heard perspectives that helped reinforce and refine elements of the strategic directions, including:

Retain Mitacs' core role as a vital enabler of talent development and deployment, helping industry connect with intern and high quality R&D by providing access to cutting-edge research capabilities within post-secondary institutions.

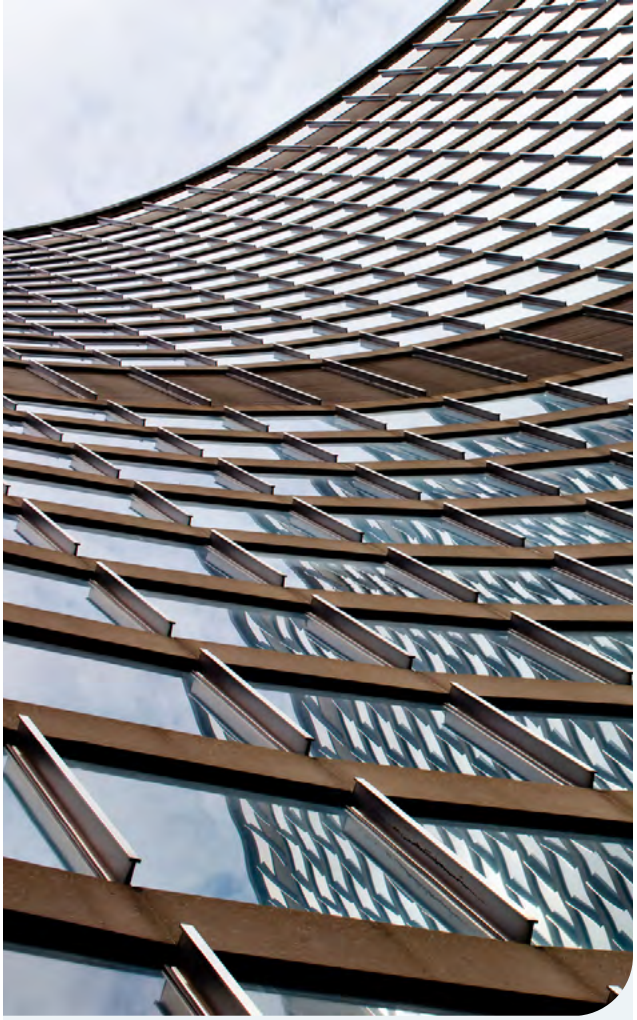
Strong support for a greater focus on economic impact, emphasizing the outcomes and impacts generated rather than the volume of internships supported.

Driving connections to facilitate collaboration and partnership-building would help drive connections between business needs, researchers, and student talent.

Strategic investments in national challenges and enabling technologies are critical, while maintaining agility to support promising opportunities across sectors, regions, and the full innovation lifecycle — from research to commercialization, technology adoption, and market development.

Mitacs could be more efficient and agile to better serve partner needs, including through a modernized digital platform, Mitacs Plus.

Intellectual property challenges, including lengthy negotiations between industry and post-secondary institution partners, are an issue for some — creating costs and delays.



Survey of Mitacs partners[8]

In spring 2025, we conducted a survey of partner organizations that had projects with Mitacs between April 2022 and March 2024, and that ranged from one to over 100 internships. With approximately 575 responses, partners reported that they were seeking:

- **Financial support** for innovation projects
- **Connecting them with talent** (interns and researchers)
- **Facilitating access to research expertise and facilities**

8 Mitacs. 2025. *Partner Survey Results, March 2025.* Approximately 575 responses from sample of 4000 partner organizations invited, covering projects from one Internship Unit (IU) to 100+ IUs across all sectors, provinces, and partner types.

North Star for Mitacs: Vision and Mission

The context and challenges that we face in Canada call for bold action. In response, Mitacs will advance towards a new North Star, building on our successful model.

Vision

A strong and resilient Canadian economy powered by ideas, talent, and innovation.

Mission

Mitacs drives industry–academic collaboration, deploys skilled talent, and builds innovation capacity to strengthen Canada's productivity and global competitiveness.

Principles

In response to analysis of our context, we outlined a set of strategic and operational principles to help in the design of the strategic plan:

Strategic Principles

Guiding what we will do and where we will focus:

1. Driving **measurable impact and return on investment** for Canada's economic growth, productivity, and global competitiveness.
2. Define success through using **clear impact metrics** related to firms, talent, the economy, and social impact.
3. Be **responsive to industry needs** by designing **demand-driven programs and partnerships** to:
    - Spur innovation to address real-world challenges; and,
    - Help enterprises, with a focus on SMEs, embrace the opportunities of connecting academic research to industry applications.
4. **Champion innovation** through providing leadership where we offer unique value and actively convening stakeholders through **well-coordinated partnerships** that complement existing supports to fill unmet needs in the broader ecosystem.
5. Stay **agile and adaptive to regional priorities and sectoral opportunities** while remaining future-focused and responsive to emerging needs in a rapidly changing global economic landscape.
6. Drive global excellence by **attracting, developing, retaining, and deploying diverse world-class talent**, including:
    - Promoting inclusive talent and innovation strategies, harnessing the full strength of Canada's diverse population, including Indigenous Peoples and global talent attracted to Canada; and,
    - Giving a voice to the value of attracting and developing top talent, including those studying in other countries.

Operating Principles

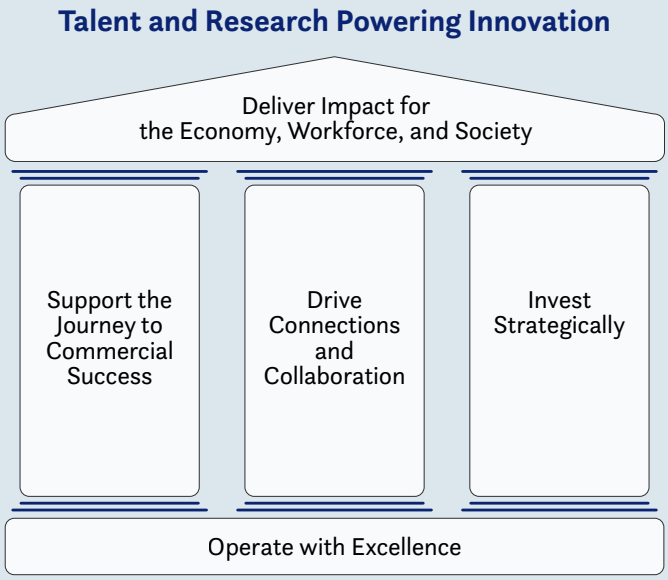
Guiding how we will do it:

1. Deliver **exceptional service through high-quality program design** platforms and processes.
2. **Implement state-of-the-art technologies, platforms, and scalable digital solutions** to enhance the use of data, program delivery, accessibility, and operational efficiency.
3. Take a **balanced approach to innovation** investment in strategic areas:
    - For cutting-edge research and practical technology adoption; and,
    - Across higher-risk, early-stage projects and more mature opportunities closer to market impact.
4. Build an **agile, diverse, and talented workforce** to effectively deliver on our vision and mission.

Five Strategic Focus Areas for Mitacs' Future

Mitacs recognizes that we must evolve to meet Canada's need — to strengthen innovation capacity, accelerate commercialization, and build a stronger and more resilient economy.

To realize our ambitious vision and mission in the coming years we have identified **five strategic focus areas for Mitacs.**



The unifying goal of all our efforts, and our first strategic focus area, is to:

1. **Deliver impact for the economy, workforce, and society: At the heart of this strategy is a guiding objective to deliver measurable impact for the Canadian economy and workforce. This is the overarching strategic focus area that orients our strategic direction.**

To deliver impact, Mitacs will build on our core model, enabling talent and research to power innovation by taking action in the following three strategic focus areas:

2. **Support the journey to commercial success: By tailoring our efforts to meet the needs of businesses, with academic researchers and students, to help their ideas come to life.**
3. **Drive connections and collaboration: By leaning in, as a national organization to drive connections and collaborations across the country and globally — from individual businesses with academic researchers and students to multi-partner strategic opportunities.**
4. **Invest strategically: By being deliberate in where Mitacs invests to maximize our impact.**

In each of these areas and in all our engagement with partners, we will be guided by our fifth strategic focus area:

5. **Operate with excellence**

The actions outlined within each of these five strategic focus areas reflect that, in some cases, we will build on activities that we already do well. In other cases, we are taking bold steps with actions that are new or significantly changed from our current activities (denoted as ***new***).

STRATEGIC FOCUS AREA 1

Deliver impact for the economy, workforce, and society

Given the importance of deploying skilled talent and building the capacity to innovate, Mitacs will place a deliberate focus on impact — for the economy, Canadian firms, and the workforce in particular, while recognizing that accelerated innovation to solve real-world problems, such as climate change, also has positive impact for social and sustainability outcomes, and improved quality of life. Our work at Mitacs will help drive outcomes, such as more successful commercialization of Canadian research, more productive firms with higher R&D intensity, and a workforce enriched by highly-skilled professionals. Mitacs will also reinforce impact as a key consideration across the full lifecycle of its programs, from design and proposal review to monitoring and renewal.

Key Priorities

1.1. Develop and implement a clear impact framework ***(*new)***

1.2. Consider impact in project assessment ***(*new)***

1.1 Develop and implement a clear impact framework *(*new)*

What we will do: Mitacs will define and implement a clear, organization-wide impact framework that articulates the economic, talent and workforce, and societal and innovation outcomes of its work.

Critical Actions	Outcomes
• **Scan domestic and international impact frameworks to identify and adopt best practices relevant to Mitacs' model.** • **Develop the Mitacs Impact Framework including dimensions such as economic competitiveness, firm growth, productivity, talent and workforce development, and societal and quality of life impacts.** • **Consult with key ecosystem stakeholders on the draft framework.** • **Finalize the Mitacs Impact Framework and prepare for organization-wide implementation by April 1, 2026.**	• Mitacs is an impact-driven organization following a finalized, Board-approved impact framework.

1.2 Consider impact in project assessment *(*new)*

What we will do: Mitacs will embed impact considerations into the full project lifecycle — from early engagement with partners to proposal review — ensuring that funded projects have the potential to contribute to economic, talent and workforce, and quality of life outcomes.

Critical Actions	Outcomes
• **To support excellence and drive results through our research quality review, update project adjudication criteria to include impact (e.g., economic, social, workforce benefits, innovation) as a dimension in project evaluation.** • **Adapt criteria appropriately to reflect firm and project characteristics and maturity (e.g., Technology Readiness Level).** • **Develop a streamlined process based on results to inform decisions on funding renewal.**	• Updated criteria in place by April 1, 2026. • Funded projects show measurable results linked to impact framework. • Enabled efficient funding renewal decisions for projects based on results. • Project life cycle management focused on economic, innovation, and workforce return on investment.

Once implemented, these efforts will position Mitacs to be sharply focused on impact, in line with a clear impact framework. Ultimately, this will help us achieve our mission to be a strategic enabler of Canada's innovation ecosystem.

STRATEGIC FOCUS AREA 2

Support the journey to commercial success

Canada's competitiveness depends on its ability to translate research into market-ready innovation. Many promising ideas stall before reaching commercial success due to fragmented support systems, lack of capital, and limited access to talent and global markets. This creates an opportunity to support research as it moves from one stage of pre-commercialization research to the next (e.g., along TRL levels), tailored to what the projects need in order to progress. Additionally, unclear or misaligned approaches to intellectual property (IP) among project partners create friction that slows commercialization and limits the ability to scale innovations.

Slow rates of technology adoption, particularly in areas such as AI and digital transformation, also limit the ability of businesses to scale their operations, increase efficiency and productivity, and compete in global markets. These barriers slow the pace of commercialization and reduce the return on Canada's innovation investments.

Mitacs will build on the growth and success of internships supporting adoption of AI and digital technologies, which have seen rapid growth to about 25% of our non-research projects, by launching a dedicated program to help businesses and other organizations adopt and adapt technologies in their products, services, and operations. Mitacs will strengthen the pathways from research markets, helping Canadian firms to scale faster at home. We will also better support our interns in gaining skills relevant to industry and entrepreneurship in order to help them move quickly into and be successful in their careers.

What Are Technology Readiness Levels (TRLs)?[9]

Technology Readiness Levels (TRLs) describe the stages of innovation from concept to commercialization.

Research Phase (TRLs 1–3):
This early stage involves basic principles, formulating the technology concept, and demonstrating analytical and experimental proof of concept.

Development Phase (TRLs 4–6):
Includes validation in a laboratory setting, in a simulated or relevant environment, and prototype demonstration.

Deployment Phase (TRLs 7–9):
Includes demonstration in an operational environment, qualified through rigorous testing and demonstrations, and ultimately deployment in the real-world setting.

9 Innovation, Science and Economic Development Canada. 2025. "Technology Readiness Levels." Government of Canada. Accessed October 17, 2025. https://ised-isde.canada.ca/site/innovation-canada/en/technology-readiness-levels

Key Priorities

2.1. Support the journey from idea to commercial success ***(*new)***

2.2. Help interns find success in career paths, including in entrepreneurship or in industry

2.3. Seize opportunities to connect Canadian researchers and firms with global networks and world-class talent ***(*new)***

2.1 Support the journey from idea to commercial success *(*new)*

- **Provide tailored support depending on the stage-specific needs of the project (e.g., along TRLs)**
- **Improve clarity, efficiency, and supports for IP management**
- **Enhance support for business technology adoption**

What we will do: Mitacs will provide support tailored to every stage of a firm's commercialization journey by offering support that meets their needs (e.g., project or internship length, business-to-business collaboration, collaboration along geographic and sectoral clusters, provide navigation support to connect project partners with complementary capacity, etc.) from research through to market entry. By focusing on greater clarity and efficiency in IP among project partners, Mitacs will create clear, scalable pathways that help Canadian companies and researchers bring ideas to market faster. Mitacs will also enhance support for business technology adoption which can help companies adopt the latest technologies across their operations to improve efficiency, or embed them in their products and services to tap market potential.

Critical Actions	Outcomes
• **Provide tailored support depending on the stage-specific needs of the project (e.g., along TRLs)** · Proactively invite proposals at different stages to accelerate the path to commercialization. · Tailor Mitacs offerings and supports to respond to the needs of partners and projects at different stages (e.g., value-chain and business-to-business collaboration, multi-disciplinary networks and clusters, varying project length, longer-term internships, etc.). · Provide navigation support to connect project partners with complementary capacity (e.g., National Research Council of Canada Industrial Research Assistance Program (NRC IRAP), investors, incubators and accelerators) and create seamless commercialization pathways. • **Improve clarity, efficiency, and supports for IP management** · Play an active role in facilitating dialogue on IP management practices and efficient process to reduce negotiation times on proposals between project partners. · Provide access to training for students, entrepreneurs, and firms on IP and asset management. · Build referral pathways to IP experts and organizations to support commercialization and start-up growth. • **Enhance support for business technology adoption** · Launch a national talent-driven program to support enterprises in adopting and embedding the latest transformative technologies, such as AI, automation, and robotics.	• More Canadian innovations are brought to market. • Increased industry investment in R&D and technology adoption. • Reduced barriers to collaboration and increased IP capacity within the ecosystem; accelerated partnership formation between researchers and firms. • A higher rate of technology adoption by Canadian firms, contributing to increased productivity and competitiveness.

2.2 Help interns find success in career paths, including in entrepreneurship or in industry

- **Access to skills and entrepreneurship training**

What we will do: We will equip interns with the skills, training, and networks they need to thrive in private sector and entrepreneurial careers. By facilitating access to industry-relevant training through partnerships with trusted providers including PSIs and connecting talent to entrepreneurship supports, Mitacs will help more graduates transition into high-impact roles and ventures.

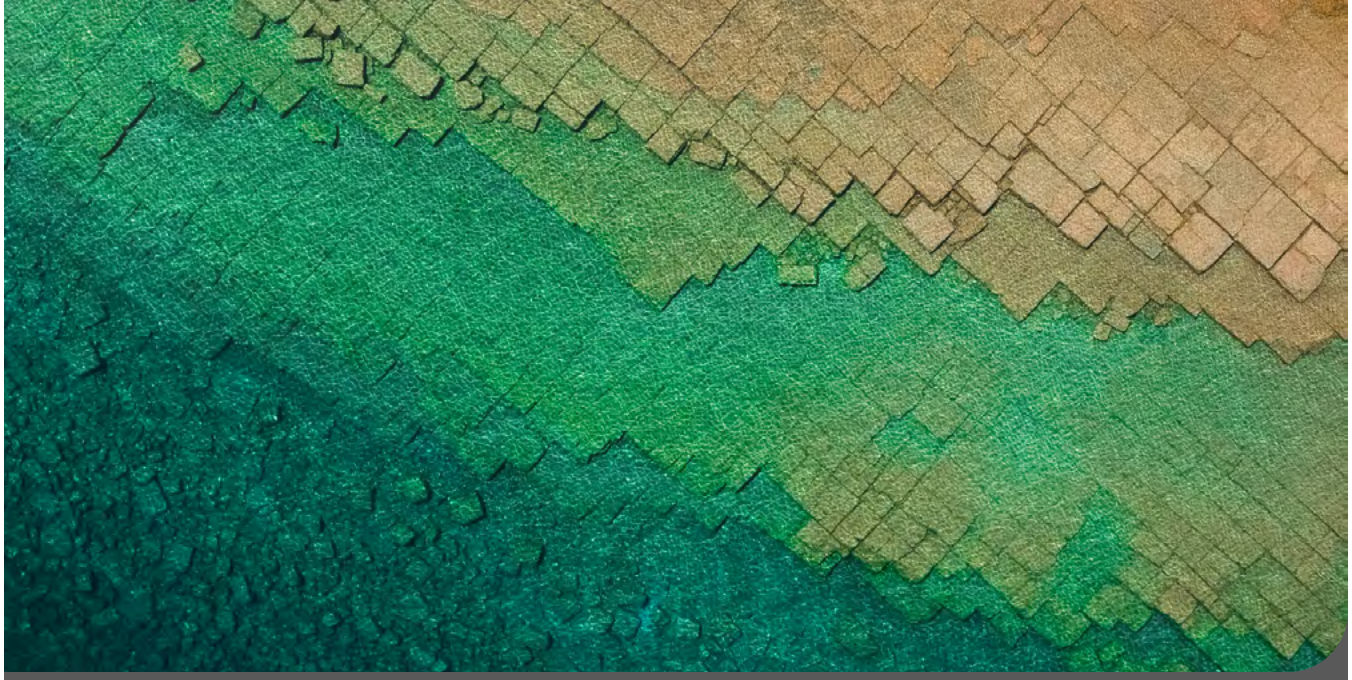
Critical Actions	Outcomes
• **Enable access to relevant skills training based on evolving industry and intern needs, working with trusted providers including PSIs.** • **Support access to training on cross-cutting transformative technologies (e.g., AI) in industry applications.** • **Expand access to programs such as peer-to-peer mentoring and coaching support, particularly for underrepresented groups (e.g., women in science, technology, engineering, and mathematics).** • **Ensure internships are competitive by reviewing and updating stipend levels to reflect market conditions.** • **Create and support entrepreneurial pathways for students through strategic partnerships with incubators, accelerators, and programs such as Lab2Market or Invention to Innovation.**	• Higher proportion of interns employed post-internship. • Focused support for interns in the early phase of their careers to enhance their impact. • Increased stipend levels for internships. • Increased number of interns starting entrepreneurial ventures.

2.3 Seize opportunities to connect Canadian researchers and firms with global networks and world-class talent *(*new)*

What we will do: We will strengthen Canada's global competitiveness by supporting the attraction and retention of world-class talent and expanding international engagement for students, researchers, and firms to support research collaboration and commercialization.

Critical Actions	Outcomes
• **Strategically attract and retain world-class talent by creating cutting-edge opportunities with Canadian firms and researchers.** • **As part of a collaborative approach, contribute to attracting investment to Canada through Mitacs' research and innovation partnerships and access to talent.** • **Enable Canadian talent, start-ups, and SMEs to participate in global collaboration with researchers and businesses, provided the collaboration delivers clear benefits to Canada. *(*new)*** 	• Increased inflow of top-tier global talent to Canadian post-secondary institutions and firms. • Canadian companies gain access to international markets and partnerships.

Once implemented, these actions will help more Canadian innovations reach the market, increase industry investment in R&D, and reduce barriers to collaboration. Interns will be better prepared to succeed in high-impact roles, and Canadian firms will gain access to world-class talent and global partnerships.



STRATEGIC FOCUS AREA 3

Drive connections and collaboration

Unlocking and accelerating Canada's innovation potential and global competitiveness requires stronger bridges between post-secondary researchers, student talent, and industry. The challenge is not just connecting these partners, but doing so in a way that is timely, targeted, and can build lasting collaborations. With deep national and international reach and a proven model for brokering partnerships, Mitacs is scaling its efforts to proactively connect the right people, at the right time, around the right opportunities. We also know that to drive these collaborations, there's a need to maintain and strengthen awareness and visibility of Mitacs and the value we can provide those who partner with us. We will use our rich, data-driven insights to contribute as a thought leader on talent, research, and innovation. Mitacs can also increase its contribution through helping to shape and deliver on mission-driven national and regional priorities, working with granting councils and other innovation ecosystem partners from the start, in strategic areas such as defence and security, infrastructure and housing, Arctic sovereignty, energy and critical minerals, and life sciences.

Key Priorities

3.1. Scale up our matchmaking abilities as a national convener

3.2. Build a visible and trusted brand as a leading voice and partner in Canadian research and innovation

3.1 Scale up our matchmaking abilities as a national convener

- **Proactively broker connections**
- **Convene partners and networks to build strategic collaborations within and across sectors *(*new)***

What we will do: We will enhance our role as a proactive broker of connections, plugging into businesses and organizations to match industry needs with research talent and convening partners around shared challenges. By scaling up our convening role, Mitacs will catalyze larger, more strategic collaborations within and across sectors and disciplines nationally and internationally. This includes business-to-business collaboration, collaboration within clusters, and between different academic and research partners.

Critical Actions	Outcomes

• **Proactively broker connections**
  · Enable impactful connections between industry need and post-secondary research capability and talent by driving proactive matchmaking supported by value-added supports, partnerships, and expertise.
  · Establish an Industry Council to advise on emerging needs and opportunities.
• **Convene partners and networks to build strategic collaborations within and across sectors *(*new)***
  · Increase Mitacs' focus on long-term collaborations, building strategic multi-intern, multi-project, and multi-stakeholder partnerships.
  · Act as a national convener to bring together and actively work with multidisciplinary players and ecosystem partners within and across strategic sectors (e.g., geographic or sectoral networks or clusters, business-to-business).
	• Increased number of impactful, multi-partner collaborations initiated and facilitated by Mitacs.
	• Increase in the scale and impact of multi-project strategic partnerships.
	• Mitacs-enabled collaborations are formed to tackle sector-wide challenges and opportunities.
	• Strengthened strategic partnerships with key ecosystem organizations, leading to more integrated and effective support for Canadian innovators.

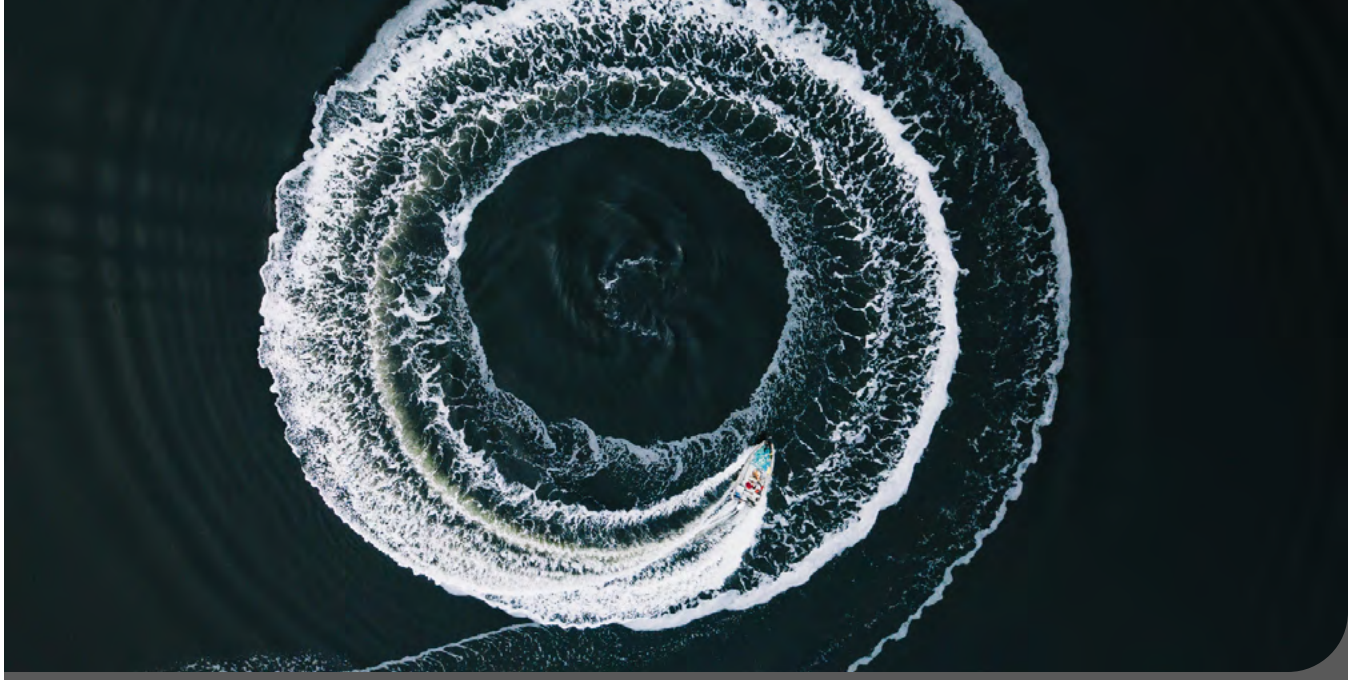
3.2 Build a visible and trusted brand as a leading voice and partner in Canadian research and innovation

- **Increase awareness and uptake of Mitacs**
- **Engage at the ground floor on mission-driven national and regional priorities *(*new)***

What we will do: We will amplify our impact through thought leadership, data-driven insights, and targeted communications. This will enable us to strengthen Mitacs' visibility and influence, especially with those who are currently unfamiliar with the value Mitacs can provide, and ensure that Mitacs is engaged early on supporting mission-driven national and regional priorities. This will position Mitacs as a trusted support partner and recognized voice in Canada's innovation ecosystem.

Critical Actions	Outcomes
• **Increase awareness and uptake of Mitacs** · Build a targeted communications and engagement plan to reach potential partners in the private sector, not-for-profit organizations, the health sector, academia, and students. · Increase Mitacs' presence and visibility in regional, national, and international fora to meet industry partners where they are. · Expand outreach to the Mitacs network (e.g., student alumni) to mobilize them as champions and ambassadors and to identify collaboration opportunities. · Communicate our impacts and success stories to mobilize awareness and encourage youth to pursue careers in research, innovation, and entrepreneurship. • **Engage at the ground floor on mission-driven national and regional priorities *(*new)*** · Using Mitacs' experience, data, and results, contribute thought leadership to the dialogue on innovation, talent, commercialization, and investment. · Proactively identify and provide support to new mission-driven priorities, offering complementary approaches alongside other ecosystem leaders.	• Increased awareness to drive increased demand for Mitacs programs. • Increased alumni involvement. • Mitacs is recognized as a thought leader in economic and innovation policy dialogue across Canada.

Mitacs' work will drive more proactive and strategic brokering of partnerships and networks that would not otherwise occur. These efforts will deliver tangible impacts through unlocking new opportunities for multidisciplinary collaboration on real-world challenges, talent development, knowledge exchange, and commercialization.



STRATEGIC FOCUS AREA 4

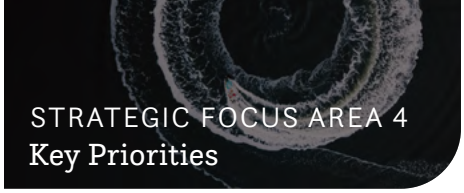
Invest strategically

Deciding where we can get the biggest return on our investment requires responding quickly to the needs of our partners across all sectors and regions. At the same time, Mitacs must be purposeful in targeting efforts to contribute to national and provincial and territorial priorities — such as defence and security, infrastructure and housing, energy and critical minerals, clean technology, life sciences, AI, and quantum. Mitacs' close collaboration with governments through longstanding partnerships enhances its ability to align with and help deliver on their priorities, including supporting economic reconciliation for Indigenous Peoples. In addition, Mitacs can help to inform future priorities based on its data and emerging trends in sectors and technologies.

Key Priorities

4.1. Make deliberate investment choices for an impact-driven portfolio ***(*new)***

4.2. Empower and engage proactively with Indigenous students, entrepreneurs, and communities to deliver economic benefit and reconciliation for Indigenous Peoples



STRATEGIC FOCUS AREA 4
Key Priorities

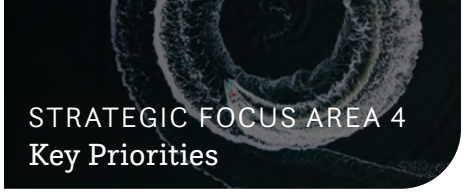
4.1 Make deliberate investment choices for an impact-driven portfolio *(*new)*

- **Targeted investment across sectors, priorities, and platform technologies**
- **Responding to emerging partnership opportunities**

What we will do: Mitacs will purposefully allocate funding across core activities, strategic priorities, and emerging opportunities. The majority of investment will remain partner-initiated proposals, while a defined portion will be reserved for strategic priorities (i.e., targeted national, provincial, territorial, or sectoral priorities). The investment approach will be flexible, nimble, and aligned with the impact framework.

Critical Actions	Outcomes

• **Define a portfolio mix for Mitacs investments**
  · Sustain the majority of investment in partner-initiated proposals.
  · Support targeted investments in national and regional priorities (e.g., AI and quantum, defence and security, life sciences, clean technology, energy, critical minerals), and strategic partnerships.
• **Identify, evaluate, and act on strategic investment opportunities that align with our impact framework and quality standards.**
• **Use data for ongoing monitoring of the portfolio to ensure alignment with priorities and increase the pipeline of projects in targeted areas as required.**
• **Use regular horizon scanning for emerging technologies, sector shifts, and policy priorities to identify opportunities and inform our priorities and investment mix.**
	• Investments are guided by the impact framework.
	• Proactive Business Development efforts are informed by data from the full portfolio of investments.
	• Target investment portfolio is regularly reviewed in context of emerging trends.



4.2 Empower and engage proactively with Indigenous students, entrepreneurs, and communities to deliver economic benefit and reconciliation for Indigenous Peoples

What we will do: Mitacs will strengthen and expand its work with Indigenous Peoples by building on existing initiatives such as our Indigenous Pathways program, co-designing new programs, and ensuring engagement is meaningful and sustained.

Critical Actions	Outcomes
• **Establish an Indigenous Advisory Council to provide strategic advice, support program development, guide Mitacs' engagement, and co-design efforts with Indigenous Peoples.** • **Strengthen existing initiatives (e.g., Indigenous Pathways) and co-design new programs and supports for Indigenous Peoples.** • **Support program navigation and reduce barriers to access, including through expanding eligibility for Indigenous partners, students, and entrepreneurs.**	• Meaningful relationships developed based on long-term collaboration with Indigenous partners. • Measurable increase in participation by and partnerships with Indigenous students, entrepreneurs, and communities. • Expanded and co-designed Indigenous programs and supports.

Once these actions are executed, Mitacs will have a portfolio that is both aligned with national and regional priorities and remains responsive to partner-initiated and emerging opportunities across sectors and technologies. Funders will see higher returns on their investment in economic growth, workforce development, and in the resilience of Canada's economy. Indigenous Peoples will be better supported to realize their aspirations and advance their economic goals.

STRATEGIC FOCUS AREA 5

Operate with excellence

Operating with excellence is the foundation for enabling Mitacs to deliver on its vision and mission. This means delivering fast, efficient services and programs that are oriented to support the needs of our partners. For example, Canada's college sector faces different opportunities and challenges than research-intensive universities.

To do this, we will invest in people, building the expertise needed to ensure Mitacs delivers. Operating with excellence also requires a workplace that fosters diversity and inclusivity, supports skills and professional development, and where colleagues work collaboratively in alignment with our values and our North Star. Modernizing our platforms for a user-centred experience and streamlining processes will allow our partners and staff alike to benefit from the timeliness and reduced administrative burden. This will enhance agility, improve Mitacs' ability to deliver value-added services, and ensure we remain a trusted and responsive partner with strong stewardship of our resources.

Key Priorities

5.1. Attract, develop, and retain a diverse, high-performing, inclusive, and agile team with the expertise needed to deliver

5.2. Transform our services to create a fast, efficient, and user-centered experience for partners and staff including modernizing our digital platform ***(*new)***

5.3. Integrate data across the organization to inform decision-making, drive strategy, and communicate impact ***(*new)***

STRATEGIC FOCUS AREA 5
Key Priorities

5.1 Attract, develop, and retain a diverse, high-performing, inclusive, and agile team with the expertise needed to deliver

What we will do: Build and continually manage the organizational capabilities required to deliver on Mitacs' mission by investing in our people. We will attract, develop, and retain diverse, high-performing talent, while fostering a healthy, inclusive workplace rooted in shared values and a "One Mitacs" culture. We will also continue to advance our Inclusive Innovation Action Plan (IIAP).

Critical Actions	Outcomes
• **Continuous workforce planning and Human Resources (HR) management** · Develop Human Resources plan by April 1, 2026 including assessing organizational capabilities and expertise against skills needed to deliver on our mission and priorities. · Continuous workforce planning and HR management to ensure the right talent is in place at the right time, integrating skills requirements into the full talent lifecycle (recruitment, development, retention). · Attract and support underrepresented groups, with a specific focus on increasing Indigenous representation. · Support employees through learning development and career progression pathways, including developing skills and expertise to deliver on our priorities. • **Continue to build a workplace where employees are engaged, valued, and empowered to contribute towards Mitacs' mission** · Update Mitacs' organizational values and embed them across the organization to guide how we work and support our team. · Aligned to our North Star, foster a "One Mitacs" approach built on collaboration, internal alignment, and cohesion. · Strengthen our team through new recognition programs, strong internal communications, and transparent employee engagement.	• A high-performing workforce with the skills, capabilities, and mindsets needed to effectively execute on our updated strategic plan. • Increased attraction and retention of underrepresented groups, particularly Indigenous employees, across the organization. • Higher employee engagement, retention, and workplace well-being.

5.2 Transform our services to create a fast, efficient, and user-centered experience for partners and staff including modernizing our digital platform *(*new)*

What we will do: Transform how partners and staff engage with Mitacs by modernizing our platform and processes through the Mitacs Enterprise Transformation (MET). We will create a streamlined, user-friendly, bilingual experience and data-driven internal operations that will reduce administrative burden, speed up decision-making, and support long-term adaptability. We will make the most of the efficiencies the modernized platform generates to increase value-added service to partners and maintain strong stewardship of resources and robust reviews of research quality and security.

Critical Actions

- **Improve Mitacs' approach to user-centered service and delivery**
  - Transform Mitacs' service design, client support, and internal processes to be user-centred, agile, and technology-enabled.
  - Implement Mitacs Plus, an integrated digital platform to provide efficient, user-friendly interactions.
  - Engage with academic and other partners to better tailor Mitacs' service support, including for colleges, CEGEPs, polytechnics, and universities.
- **Maximize the benefits of value-added processes and technology to improve Mitacs' performance**
  - Harness the efficiencies of the modernized platform and use technology, including AI, to improve speed, efficiency, and scalability.
  - Support change management for Mitacs teams to successfully adopt new practices and the new digital platform.
  - Drive integration of processes, collaboration, and value-added support to ensure a seamless user experience.

Outcomes

- Increased user satisfaction and uptake based on streamlined, efficient, and user-friendly engagement with Mitacs.
- Staff adoption of new systems and processes drive measurable productivity gains within the organization (e.g., reduced or eliminated bottlenecks).
- More cost-efficient, agile, and responsive operations.
- Greater organizational capacity to deliver external-facing value-added work.

The **Mitacs Enterprise Transformation (MET)** will deliver more efficient processes and digital tools that are faster and easier to use. This includes **Mitacs Plus**, a new online platform that simplifies how partners interact with Mitacs.

What does this mean for our partners?

Easier self-service: Submit applications, check project status, and manage projects all in one place.

Smarter tools: Technology is enabling advanced data analytics for reporting and faster application processing.

5.3 Integrate data across the organization to inform decision-making, drive strategy, and communicate impact *(*new)*

What we will do: Mitacs will integrate data through building a coherent, organization-wide approach to using data for ongoing monitoring, evaluation, and decision-making. This will support continuous improvement, strategic alignment, and clearer communication of impact across all teams and stakeholders.

Critical Actions	Outcomes
• **Build a unified, organization-wide data system that captures both new and legacy information.** • **Take a data-driven approach to continuously improve, including through enhancing capabilities to analyze and take action on data insights.** • **Use data to systematically review and communicate impact on an ongoing basis.**	• An organization propelled by data-driven decision making, including for program delivery and investment.

Together, these efforts will help Mitacs remain a high-performing, future-ready organization capable of driving impact. Data-driven learning will help refine programs, improve outcomes, and contribute timely, credible insights to national dialogues, reinforcing Mitacs' role not only as a delivery partner, but as a thought leader.

Conclusion

With this strategic plan, Mitacs enters its next chapter with a clear focus on how it will contribute to building a strong and resilient Canadian economy, powered by ideas, talent, and innovation. The direction outlined in the plan sets out how we will deliver impact that meets the needs of Canada at this moment and for the years to come.

Our approach will build on and enhance Mitacs' greatest strength — its proven track record to connect academic researchers with industry and other partners to address their needs and solve real-world challenges through student internships. Mitacs will step up efforts to build these partnerships across all provinces and territories and all sectors of the economy and technologies, including facilitating multi-partner, interdisciplinary research and innovation.

Our overarching focus will be on impact. We will work with businesses to tailor our support to their needs as they move new products to commercialization, embed transformative technologies in their processes or services to grow their sales and revenue, adopt technologies to be more competitive, and diversify markets globally. We will invest strategically to ensure that we proactively pursue opportunities and priorities as a trusted partner of governments, businesses, and researchers, and continue to facilitate and support partnerships with firms and entrepreneurs who want to use ideas, talent, and innovation to power their growth and compete to win.

We will gauge our success by the tangible and measurable benefits that we deliver to our partners: the firms we support will increase revenues and become more productive and competitive, through accelerating commercialization and market entry and growth; the interns we support will develop skills to help them successfully launch their professional careers and contribute to a dynamic, diverse workforce that can help power an economy fueled by research and innovation.

To our employees, Mitacs will be known as a high-performing, diverse, and inclusive organization, that works as one, supported and enabled by the latest technologies and guided by our core values.

To our partners and funders, we will be a trusted go-to collaborator and national innovation thought leader, valued for our ability to make connections and facilitate collaboration between academia and industry and to deliver results by investing in student talent to solve real-world problems and help industry partners grow and compete globally.

This is a critical time for Canada to think big about how to build a future-proofed economy for the benefit of all Canadians. Facing urgent and interconnected challenges in economic resilience, productivity, and technological transformation, Canada needs both bold and coordinated action. With our highly successful model, proven track record, and powerful new strategy, Mitacs will help make this vision a reality for Canada.

Mitacs and RBC Borealis partner to accelerate AI solutions for financial services

RBC Borealis is a leading research institute with a mandate to accelerate AI and data-driven solutions within the Royal Bank of Canada (RBC) and transform the financial services industry on a global scale. Since the institute's inception nine years ago, RBC Borealis has actively partnered with Mitacs to connect with promising researchers and promote academic–industry collaboration, all while working to retain top AI talent in Canada.

RBC Borealis launched their first project with Mitacs in 2016 to create better speech-to-text software that could be read by an AI engine. Since then, Mitacs has collaborated with RBC Borealis on 22 projects, working with 120 interns from universities across the country. Examples of cutting-edge projects underway include a financial forecasting algorithm to reduce the risk of investment in the stock market, novel Machine Learning (ML) methods that improve event prediction outcomes from finance to natural disasters, and developed Flora, which can pre-train multi-billion parameter LLMs on a single graphics processing unit (GPU). These projects have also contributed to several papers accepted at top-tier research conferences.

> "With Mitacs, RBC Borealis is helping bridge the gap between academic research and real-world impact. Together, we're giving emerging researchers the opportunity to apply cutting-edge AI in meaningful ways, advancing innovation, building critical skills, and strengthening Canada's position as a global leader in AI and Machine Learning."
>
> — Dr. Eirene Seiradaki, Director, Research Partnerships, RBC Borealis

Thales builds safer skies in Quebec with Mitacs-fueled AI research

Thales, a global tech leader in defence, aerospace, cyber and digital, conducts advanced research through its cortAIx labs, which focus on AI applications in critical systems. The Canadian-based labs with a footprint in Québec City and Montréal explore technologies that must meet the highest standards of reliability and ethics given their use in applications that touch our everyday lives.

Mitacs has collaborated with Thales for years on projects that apply AI to aviation safety, including autonomous obstacle detection, improved take-off and landing systems, and predictive maintenance support tools. These innovations are designed to strengthen safety, trust, and decision-making in high-stakes environments.

The partnership has also delivered long-term talent retention in Quebec: former Mitacs interns now make up roughly one-third of the cortAIx workforce, underscoring the value of Mitacs programs in anchoring highly skilled workers in the province.

> "Through its partnership with Mitacs, Thales applies AI to strengthen aviation safety, streamline critical operations, and drive innovation into business operations. This collaboration addresses complex aerospace challenges while cultivating top-tier talent—transforming research into a powerful engine for sustainable business growth."
>
> — Jean-François Gagnon, Director, cortAIx Labs, Thales

From Waterloo classroom to hospital bedside, FluidAI Medical scales with Mitacs support

FluidAI Medical's Stream™ Platform is an AI-powered bedside monitoring system that detects post-operative complications in real-time, enabling earlier intervention and better patient outcomes. Founded by four University of Waterloo students, FluidAI Medical scaled rapidly with support from Mitacs. Since 2016, Mitacs has worked closely with FluidAI Medical to support prototype development, R&D, clinical validation, and business expansion. This ongoing partnership helped reduce research risks, speed up commercialization, and provide access to top research and business talent, helping the company grow while training future medtech professionals. FluidAI Medical has created jobs, expanded operations, and boosted Canada's medtech sector, while mentoring start-ups, leading a national Supercluster project, and strengthening connections between academia, industry, and healthcare.

> "Mitacs believed in our vision early on. Their support helped us validate technology, access top student talent, and make the leap from student start-up to a company improving patient outcomes across Canada."
>
> — Amr Abdelgaward, Co-Founder and COO, FluidAI Medical

BC's Deadwood Innovation partners with Mitacs to create affordable housing in rural and Indigenous communities

In partnership with Deadwood Innovation, Mitacs is supporting development of a new technology that modifies forest residue such as logs and lumber into value-added wood products. Deadwood Innovation's proposed technology uses a combination of environmentally friendly chemical treatment and radio frequency (RF) heating to modify low-value lumber and timber from both sawmill operations and forest residue. The goal is to support BC's forestry industry, transforming from primary lumber production to secondary wood processing of value-added products, especially for Indigenous forests.

Partnering with Mitacs has been essential to connecting the team with research talent to investigate and test the mechanism of chemical treatment and RF heating, develop the modification process technology for lumber and timber upgrading, and explore the proposed technology for log-to-timber converting. This innovation will be critical for creating affordable housing in rural and Indigenous communities in Northern BC. Already, Deadwood Innovation and Nak'azdli Development Corporation (NDC) are working together to launch housing kits, with a goal to taking the project national in the future.

> "Housing demand across Canada is real and no matter where you live everyone is looking for solutions. This Mitacs-supported research is allowing us to check all boxes when it comes to providing affordable, sustainable housing."
>
> — JP Wenger, CEO, Nak'azdli Development Corporation

From interns to industry innovators — GIT Coatings charts a sustainable course with support from Mitacs

Starting from a small lab at Dalhousie University, GIT Coatings has grown into the only marine coating manufacturer in Canada dedicated to keeping the oceans clean. More than 500 vessels around the world are now protected by GIT's advanced hull coatings, a proud example of Canadian innovation and environmental responsibility.

Mitacs has supported GIT since its early stages, helping the company collaborate with Atlantic universities and connect talented researchers to industry opportunities. Several of GIT's current scientists began their journey through various Mitacs programs and now play key roles in the company's R&D efforts.

Dr. Sarah Sobhani, R&D Manager, leads GIT's innovation strategy, developing next-generation foul-release coatings that enhance vessel efficiency and reduce environmental impact. She oversees a growing team of researchers, including former Mitacs participants Dr. Ehsan Bakhshandeh (Technical Manager), Dr. Anand Lopez (Anti-Fouling Scientist), and Dr. Kazem Sabetbokati (Corrosion Scientist), who continue to advance GIT's technology and global reach.

Through its ongoing collaboration with Mitacs, GIT Coatings continues to demonstrate how Canadian research partnerships can deliver real-world impact for a cleaner, more sustainable marine industry.

> "Mitacs has helped bridge the gap between Canadian research and global industry. Today, our coatings, which are made in Canada, are now protecting vessels worldwide — a proud example of Canadian innovation reaching international waters."
>
> — Dr. Sarah Sobhani, R&D Manager, GIT Coatings

Cṽictus and Mitacs partner to tackle a global challenge: Feeding the world's animals sustainably

Canadian innovation is tackling a global challenge — how to feed the world's animals sustainably. With support from Mitacs, Calgary-based startup Cṽictus is developing a low-carbon, sustainable alternative to traditional animal feed — one that could significantly reduce the environmental impact of livestock farming.

To modernize and scale this process, Cṽictus partnered with Mitacs and researchers at the University of Alberta's Biorefining Conversions and Fermentation Laboratory. Supported by Mitacs funding, student researchers have doubled productivity compared to legacy methods from the 1980s — helping bring this solution closer to commercialization.

As Cṽictus moves into animal feed trials, the project showcases how Mitacs partnerships help scale homegrown solutions that support sustainability, industry, and economic growth.

> "We have giant dreams and expectations for where this technology will go, but as a start-up, we can't feasibly employ the resources required to scale. Academic researchers provide the innovation, expertise, and drive we need to help move the needle forward on this exciting technology."
>
> — Katrina Stewart, Director, Biotechnology and Carbon Reduction, Cṽictus

Collaborative partnership with Banyan Gold in Yukon makes advanced gold mining a reality

Yukon's AurMac gold deposit is unique because its gold is found in meta-sedimentary rocks, unlike most deposits hosted in magmatic rock. A collaborative partnership with Mitacs, NSERC, and the Yukon Geological Survey, enabled master's and Ph.D. students to gain high-level expertise and apply advanced techniques in the field at Banyan Gold.

The partnership enhances exploration accuracy, reduces financial risks, and provides publicly accessible data to support future exploration across Yukon and beyond. This Mitacs-supported collaboration illustrates how investment in talent and innovation catalyzes both economic growth and scientific advancements in distinctive or challenging mining regions.

"Programs like Mitacs have been instrumental in allowing researchers to partner with exploration companies and expand their respective research horizons by leveraging each other's expertise. This supports companies but also enables university researchers to access areas and information that may otherwise be unattainable. Without the partnerships and funding support, this type of collaboration leading to mutually beneficial research is much less likely to happen."

— Dr. Dan Gibson, Professor, Department of Earth Sciences, Simon Fraser University

Newfoundland-based Granville Biomedical is working with Mitacs to make women's health and patient education a global priority

Christine Goudie and Crystal Northcott launched Newfoundland-based Granville Biomedical in 2019 to address a lack of realistic teaching tools for women's health education. Their anatomical pelvic health models provide clinicians, educators, and patients with products that promote health equity, evidence-based care, and inclusive design.

The technology is making a difference worldwide, now available in 30 countries, with private clinics, medical schools, teaching hospitals, and sexual health organizations using the models daily to promote pelvic health, reduce procedural misinformation and fear, and to improve patient education. Early next year, the company will be releasing its first AI beta app, which is designed to be an educational platform and learning resource for patients, practitioners, and trainees.

> "With Mitacs' support, we're taking a deep dive into how AI can be incorporated into our educational product line to assist with advancing hands-on healthcare training. With the help of Mitacs, we are able to broaden our R&D scope to create products that reach more people around the world."
>
> — Christine Goudie, PhD Student, Co-Founder, and CEO, Granville Biomedical Inc.

Annex B:
Environmental Scan

Environmental Scan

To situate the context for our new strategy, we conducted a comprehensive scan of our environment. We synthesized Canadian and global trends through literature review and document analysis of over 150 publications, studies, external reviews of Mitacs and internal data, reports, evaluations and reviews of our programs. To refine and validate our findings, we sought input from external experts to gain perspectives, conducted surveys and discussions with internal staff and external partners.

Five key themes emerged:

1. **Navigating economic and geopolitical uncertainty:** Canada faces a time of global geopolitical and economic uncertainty and disruption, with long term consequences. Compounding this uncertainty, increasing challenges to critical industries, trading relationships, and supply chains are putting additional, immediate pressure on Canadian businesses with impacts on the economy and Canadians.

2. **Canada's economic challenges and competitiveness deficit:** Structural weaknesses make Canada's economy inherently less resilient to external shocks, supply chain disruptions, and shifts in the global economic landscape. These include dependence on the United States market, low business investment compounded by a challenging environment for investment in Canada, as well as a relatively small domestic market and preponderance of small firms, inter-provincial trade barriers, sectoral policies impeding investment and competition, and complex regulatory barriers.

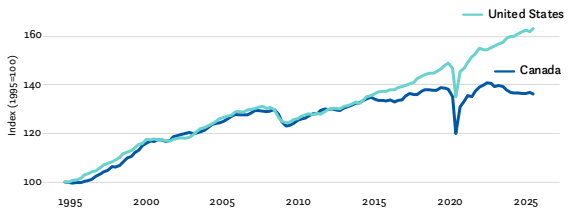
3. **Canada's persistently weak productivity:** Fundamentally driven by chronic low business R&D investment and slow technology adoption, weak productivity severely hinders Canada's economic growth and global competitiveness and negatively impacts standard of living.

What is productivity and why does it matter?

Productivity is dependent on the skills composition of the workforce, the capital intensity (e.g., machines and technologies), and "multifactor productivity," which captures the way in which skills, capital, and other resources are managed together (i.e., "working smarter"). Improvements in labour quality account for about a fifth of productivity growth.[10] [11] [12]

Talented individuals fill roles that spur technological progress, create new industries, and lift overall living standards. Countries that cultivate and attract top human capital gain a long-term competitive edge.

Real GDP per Capita, Q1 1995 to Q2 2025[13]



Canada's productivity gap, relative to the United States (2025).

10 Peter Nicholson. 2018. *Facing the Facts: Reconsidering Business Innovation Policy in Canada*. Institute for Research on Public Policy Insight 22. Montreal: Institute for Research on Public Policy. Accessed October 17, 2025. https://doi.org/10.26070/a3va-1e95

11 Organization for Economic Cooperation and Development. 2024. *Adult Skills and Productivity: New Evidence from the Program for the International Assessment of Adult Competencies 2023*. Paris: OECD Publishing. Accessed October 17, 2025. https://doi.org/10.1787/8bc2c556-en

12 Dan Andrews, Balázs Égert, and Christine de la Maisonneuve. 2025. "Adult Skills and Productivity: New Evidence from PIAAC 2023." VoxEU Column. Centre for Economic Policy Research. July 15, 2025. Accessed October 17, 2025. https://cepr.org/voxeu/columns/adult-skills-and-productivity-new-evidence-piaac-2023

13 Trevor Tombe. 2025. University of Calgary. Based on calculations from Statistics Canada data series v62305752 and v1 and FRED A939RX0Q048SBEA and B230RC0Q173SBEA.

Annex B: Environmental Scan

4. **Rapid technological change and digital divide:** Fast-paced technological change, particularly AI and automation, coupled with the digital divide of not all Canadians having affordable access to technology and tech-powered services, presents both transformative opportunities (including for boosting innovation and productivity) and significant risks for Canada[14] (including potential job displacement, rising inequality, and data sovereignty and security).

5. **A shifting social landscape with polarization, rising nationalism, and calls for action:** Growing public concern about prolonged economic stagnation, affordability, and rising inequality are fueling a sense of declining prosperity, polarization, and disenfranchisement. There is significant concern of youth unemployment and underemployment. Public attitudes are shifting in areas such as social cohesion, immigration, and lower levels of trust in institutions. While the restrictions on numbers of international students at universities and colleges are impacting those institutions and their research programs powered by graduate students, there is also an opportunity to attract global talent at this time, including Canadians who studied abroad.

   The "Made in Canada" sentiment and a growing call for economic sovereignty reflect a desire for greater domestic economic resilience and a demand for bold action to address Canada's economic vulnerabilities.

Our environmental scan also included a SWOT analysis of **strengths**, **weaknesses**, **opportunities**, and **threats**. Mitacs' strengths include our **trusted national reputation and deep partnerships** in academic institutions and key economic sectors built over 25 years, combined with a proven model, and agile programs focused on developing and deploying talent. The analysis also recognized weaknesses in Mitacs' dated information technology infrastructure, administrative burden and timeliness of decisions, underutilization of data, and noted that internship stipend levels had not kept pace with cost of living for students. Going forward, there is a clear opportunity for Mitacs to focus efforts and resources where support is most needed by those we partner with and where we can deliver the greatest impact—helping to strengthen the economy and improve the productivity and competitiveness of businesses.

14 Statistics Canada. 2024. "Exposure to artificial intelligence in Canadian jobs: Experimental estimates." Accessed October 17, 2025. https://doi.org/10.25318/36280001202400900004-eng

Thank you to our funding partners

Canada

Alberta

British Columbia

Research Manitoba

New Nouveau Brunswick

Newfoundland & Labrador

Nova Scotia

Ontario

innovationpei

Québec

Saskatchewan

Yukon

mitacs