



2026–27 Corporate Plan

TALENT AND RESEARCH POWERING INNOVATION



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Message from Dr. Stephen Lucas, CEO, Mitacs

Dear colleagues at Innovation, Science and Economic Development Canada:

I am pleased to share Mitacs' Corporate Plan for 2026–27, which outlines our expected activities for the coming year in accordance with Mitacs-ISED agreements and reflects our continued commitment to supporting Canada's economic priorities.



Canada faces a critical time, 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. Mitacs contributes to addressing these challenges by driving industry-academic collaboration, deploying skilled talent, and building innovation capacity to strengthen Canada's productivity and global competitiveness. Between 2018 and 2025, Mitacs invested \$1.42 billion in Canadian R&D, supporting more than 35,000 innovation projects and delivering over 99,000 internships. We've partnered with 198 post-secondary institutions, more than 11,000 enterprise partners—86% of which are small and medium-sized enterprises—and over 46,000 highly skilled interns.

Aligned with Mitacs' Strategic Plan 2026–2030, and with the support of the federal government, in 2026-27 Mitacs will deliver more than 12,500 internships and collaborative research projects that connect academic expertise with real-world needs, support firms at different stages of innovation and commercialization, and provide students and postdoctoral fellows with high-quality work-integrated learning opportunities. This includes continued investment in international talent mobility through new initiatives such as the Mitacs Accelerate Global Excellence Award.

Mitacs' impact is made possible by the support of the Government of Canada, alongside provincial, territorial, and industry partners. This sustained federal support enables Mitacs to invest strategically in talent and research, build innovation capacity in Canada, and support Canada's productivity and global competitiveness. On behalf of Mitacs, I would like to thank Innovation, Science and Economic Development Canada for its continued partnership and support.

Sincerely,

Dr. Stephen Lucas
CEO, Mitacs

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Introduction

This corporate plan is provided in accordance with three Mitacs-ISED agreements:

- ISED project 945-513763: This supports Accelerate, Business Strategy Internship (BSI) and Globalink activities. (see Appendix A)
- ISED project 945-514605: This supports Accelerate, Business Strategy Internship, and Globalink activities in the quantum sector. (see Appendix B)
- SSF project 515287: This supports Accelerate Plus, Strategic Partnerships for Impact & Enabling Innovation activities. (see Appendix C)

Each agreement has distinct requirements. To ensure compliance, this document includes three dedicated appendices, one for each agreement, designed as standalone reports.

The following sections provide a high-level summary of planned activities, targets, and financial allocation under these agreements.

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Mitacs impact¹

For over 25 years, we have enabled students from undergraduate to postdoctoral levels in internships with the private sector and other organizations across Canada to collaborate on cutting-edge research and innovation projects.

The results of our work are clear. Between April 2018 and March 2025, Mitacs invested \$1.42 billion in Canadian R&D — fuelling 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.

Positive talent development and career outcomes for interns²

98% of interns recommend the program

97% of interns report improved professional and technical skills

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

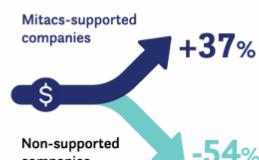
68% of former interns earn more than \$75,000 annually

16% of interns go on to found a business

Positive impacts for Mitacs-supported businesses²



Impact on R&D Spending



 **\$1.42B** invested in Canadian R&D

 **35,000+** innovation projects

 **99,000+** internships

 **198** post-secondary institutions

 **46,000+** highly skilled interns

 **11,000+** enterprise partners, of which **86%** are SMEs

 **13,000+** post-secondary supervisors

Academic partners also see benefits³

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

¹ Mitacs. 2025. Aggregated program data, April 2018–March 2025.

² Mitacs and Statistics Canada. 2024. Fueling Innovation: Measuring the Economic Impact of Mitacs.

³ 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.

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Mitacs' Strategic Plan 2026-2030

Canada is at a critical time, 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.

Mitacs' Strategic Plan 2026-2030: Talent and Research Powering Innovation, released in November 2025, is our response to these challenges and a roadmap to helping to build a stronger future for Canada. Mitacs stands ready to contribute: driving collaboration, supporting the journey to research commercialization, and delivering impact for the economy, the workforce, and society. Our new strategy builds on our highly successful model and over 25 years of experience connecting academia with industry and global partners to solve real-world challenges.

In developing the strategic plan, throughout 2025 we undertook a comprehensive process that included wide consultation to gather a range of perspectives from partners and stakeholders across Canada. The strategic plan reflects broad support for Mitacs as Canada's go-to partner for innovation collaboration and is grounded in the needs of our partners.

At the heart of our strategy is a bold 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: **A strong and resilient Canadian economy powered by ideas, talent, and innovation**. Mitacs is committed to achieving its mission: **To drive industry-academic collaboration, deploy skilled talent, and build innovation capacity to strengthen Canada's productivity and global competitiveness**.

The strategic plan sets out five strategic focus areas:

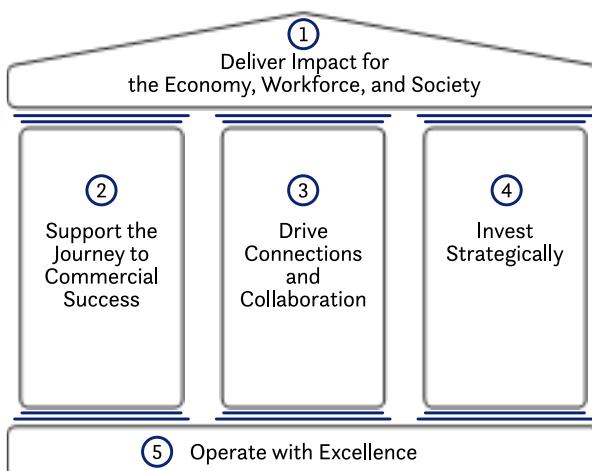
- 1. Deliver impact for the economy, workforce, and society:** Mitacs will embed a unified impact framework across its programs to ensure measurable contributions to outcomes such as talent development, firm growth, quality of life, productivity, and commercialization.
- 2. Support the journey to commercial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

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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.



With a clear focus on helping to build a strong and resilient Canadian economy powered by ideas, talent, and innovation, Mitacs will deliver impact that meets the needs of Canada and our partners at this moment—and for the years to come.

Mitacs Corporate Priorities for Fiscal 2026–27

Mitacs will focus on a suite of activities in order to deliver on four key priorities for the fiscal year 2026–27. These are:

1. Strengthening Mitacs
2. Delivering on Mitacs Commitments
3. Mitacs Enterprise Transformation
4. Implementing the Strategic Plan

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Targets & Deliverables

With the support of the Government of Canada, Mitacs will deliver 12,540 internships in the coming year. A breakdown per program is provided below:

Program	SSF Project #945-515287	ISED Project #945-513763	ISED Project #945-514605	Total Units
Accelerate Plus	5,500			5,500
Strategic Partnerships	1,000			1,000
Accelerate		2,000	740	2,740
BSI		550	50	600
Globalink				
GRI		1,670	330	2,000
GRA		480	220	700
Total Units	6,500	4,700	1,340	12,540

Financial Overview

Mitacs will leverage the \$120M grant from ISED this year into a total of \$248M invested into Canadian innovation by matching investment from provincial governments and industry:

Funding Support 2026-27	SSF Project #945-515287	ISED Project #945-513763	ISED Project #945-514605	Cumulative
ISED / SSF	\$ 70,044,400	\$ 40,000,000	\$ 10,000,000	\$ 120,044,400
Provincial Partners	\$ 24,776,251	\$ 13,380,346	\$ 2,845,852	\$ 41,002,449
Industry Partners	\$ 61,166,600	\$ 19,383,724	\$ 5,221,250	\$ 85,771,574
International Partners	\$ -	\$ 1,090,357	\$ 52,500	\$ 1,142,857
Total	\$ 155,987,251	\$ 73,854,427	\$ 18,119,602	\$ 247,961,280

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Appendix A: ISED Project 945-513763

Summary of Planned Eligible Activities

Accelerate

The Accelerate program offers research-based internships to students, recent graduates, and postdoctoral fellows enrolled at eligible post-secondary institutions. With 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 novel solutions and solve economic and social challenges.

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.

Globalink

Globalink Research Award (GRA) is an international collaborative research program for senior undergraduates, graduate students, and postdoctoral fellows between Canada and Mitacs' 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. We launched an updated, streamlined version of the GRA program in 2025.

The **Globalink Research Internship (GRI)** program supports international undergraduate students from Mitacs' 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.

Program Implementation Schedule

The Accelerate, BSI and GRA programs run continuously with open intake of applications throughout the year. The GRI program supports an annual summer cohort of interns, with project descriptions from Canadian professors and applications from potential interns accepted in the summer and fall of the previous year.

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Program Delivery Activities

Business development activities including engagement with academic and industry partners to identify opportunities, build relationships, and support establishment of internship and fellowship relationships.

Program management activities including the administration of internships and fellowships. Specifically, application processing, participant/client service and support, program monitoring and operational coordination.

Research and evaluation activities including reviewing applications for quality of the proposed research and/or innovation activities, implementation of the Mitacs research security plan, and assessing program performance indicators.

Corporate services activities including organization-wide support such as HR, Finance, IT and administrative functions which enable effective delivery and oversight.

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Statement of Objectives

Accelerate Program

Internship Delivery Target: 2,000

- **Access to talent:** Provide organizations with access to cutting-edge research and talent.
- **Work integrated learning:** Provide interns with research-based work-integrated learning opportunities to prepare them for the workforce.
- **Solving real-world challenges:** Provide researchers with opportunities to apply their expertise to impactful real-world and commercial challenges.
- **Skills enhancement:** Enhance the skills of interns working through training and networking opportunities to support their success.
- **Inclusive access:** Support access for equity deserving groups to foster inclusive innovation.

Business Strategy Internship Program

Internship Delivery Target: 550

- **Skills transfer:** Providing organizations with access to cutting-edge talent and research.
- **Growing innovation abilities:** Strengthening the innovation capacity of for-profit and not-for-profit organizations.
- **Creation of intellectual property:** Provide researchers with the opportunity to integrate real-world challenges into research programs.
- **Work integrated learning:** Provide interns with innovation-based work-integrated learning opportunities to prepare them for the workforce.
- **Training and networking:** Enhance skills through intern networking and training opportunities.

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Globalink Research Award (GRA)

Internship Delivery Target: 480

- **Foster innovation networks:** Ensure mobility of research talent between Canada and global partners to build research networks.
- **Support academic research:** Support Canadian academic institutions in the achievement of their strategic research objectives.
- **International learning:** Offer Canadian students the opportunity to gain international research experience and cross-cultural learning exposure.
- **Skills enhancement:** Enhance the skills of participating interns through training and networking opportunities.

Globalink Research Internship (GRI)

Internship Delivery Target: 1,670

- **Attract talent for research:** Attract top international undergraduate talent to Canada for research-based internships.
- **Academic talent acquisition:** Support research programs of Canadian academic institutions through engagement and recruitment of international talent.
- **Training, mentorship, and networking opportunities:** Enhance the skills of interns through training, mentorship, and networking opportunities.
- **Encourage talent to return to Canada:** Encourage high-calibre students to come back to Canada for graduate school.
- **Canada as a research destination:** Increased awareness of Canada as a research destination.

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Anticipated Program Outcomes

The federal government's continued support for Mitacs aligns with our mission of driving industry-academic collaboration, deploying skilled talent, and building innovation capacity to strengthen Canada's productivity and global competitiveness. Through this partnership, Mitacs delivers concrete outputs such as internships, collaborative research projects, and training opportunities. This reflects a shared commitment to generating impact for the economy, workforce, and society by helping companies increase their investments in research and development, advancing skills development, entrepreneurship, and international engagement.

Mitacs programs support research and innovation projects that:

1. Help private sector, not-for-profit, municipal and health organizations gain access to exceptional talent and R&D capacity. These efforts aim at supporting the journey to commercial success of new or improved products that boost productivity, enhance global competitiveness, and support business survival.
2. Enable talented individuals to develop new skills with hands-on industry experience, prepare them for entrepreneurship, and expand their access to global networks and transformative projects.
3. Connect the research to real-world application of the work done by researchers at post-secondary institutions through funding, networks, and global partnerships, while also strengthening their collaboration with industry and keeping pace with cutting-edge applications.

Strategic Objectives: Strengthen the Canadian innovation ecosystem to increase Canadian economic growth, innovation employment and improve the quality of life of all Canadians.

Immediate Outcomes	Intermediate Outcomes	Long-term Outcomes
Post-secondary students, postdoctoral fellows and entrepreneurs enhance their skills.	Post-secondary students and postdoctoral fellows from across backgrounds and disciplines pursue professional careers in Canada.	Provision of a more highly qualified, skilled, and diverse workforce for Canada's knowledge economy.

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Research/innovation projects are enabled.	Scientific knowledge and investments in R&D and businesses are enhanced.	Participating organizations innovate and grow.
Partnerships and networks are created and strengthened across sectors.		Enhanced knowledge transfer between sectors and disciplines in Canada and internationally.

Ongoing Performance Monitoring Strategies

Mitacs is committed to rigorous evaluation and impact assessment methods that foster organizational learning, inform decision-making, and ensure accountability. These practices help the organization assess the relevance and effectiveness of its programs, driving continuous improvement and alignment with participants' needs.

To achieve this, Mitacs has developed and implemented a comprehensive monitoring strategy to track outcomes and impact. This approach includes regularly collecting information to measure progress against key performance goals. By analyzing quantitative and qualitative data feedback from multiple sources, Mitacs evaluates program success, identifies areas for improvement, and communicates results clearly to stakeholders.

Program Performance Measurement Data

- **Survey work:** Exit surveys administered immediately after the internship and repeated surveys over a long period. Both help Mitacs track the results of its programming on participants.
- **Outcome measurement:** In-depth quantitative and qualitative analysis that allows Mitacs to assess programming expected results and the level of impact achievement.
- **Economic impact:** Mitacs analyses the impact that our programs have on partners such as on their productivity and growth. This is completed with research partners such as Statistics Canada.

In the coming year, Mitacs will continue undertaking activities that demonstrate its contribution to the innovation ecosystem.

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Statement of Planned Expenditures

Accelerate planned expenditures

Expenditures	2026/27 ISED Project #945-513763	%	Accelerate Program Expenditures	%
Accelerate Internships (#)	2,000			
Direct Research Awards				
Accelerate Awards	\$ 14,466,432		\$ 32,781,502	
Total Direct Research Awards	\$ 14,466,432	85%	\$ 32,781,502	85%
Program Delivery Costs				
Business Development	\$ 484,107		\$ 1,100,244	
Program Management	\$ 455,267		\$ 1,034,698	
Research Mgmt & Evaluation	\$ 135,988		\$ 309,064	
Corporate Services	\$ 1,479,482		\$ 3,362,460	
Amortization			\$ 118,073	
Total Contractual Overhead	\$ 2,554,845	15%	\$ 5,924,539	15%
Total Accelerate Expenditures	\$ 17,021,277	100%	\$ 38,706,040	100%

Business Strategy Internship (BSI) planned expenditures

Expenditures	2026/27 ISED Project #945-513763	%	BSI Program Expenditures	%
BSI Internships (#)	550			
Direct Research Awards				
BSI Awards	\$ 3,987,069		\$ 8,687,037	
Total Direct Research Awards	\$ 3,987,069	85%	\$ 8,687,037	85%
Program Delivery Costs				
Business Development	\$ 149,882		\$ 333,071	
Program Management	\$ 140,953		\$ 313,228	
Research Mgmt & Evaluation	\$ 42,102		\$ 93,561	
Corporate Services	\$ 360,845		\$ 801,878	
Amortization			\$ 35,744	
Total Contractual Overhead	\$ 693,782	15%	\$ 1,577,482	15%
Total BSI Expenditures	\$ 4,680,851	100%	\$ 10,264,519	100%

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Globalink planned expenditures

Expenditures	Targets	2026/27 ISED Project #945-513763	%	Globalink Program Expenditures	%
Globalink Internships (#)					
Direct Research Awards					
Globalink Research Internships Awards (Commitments summer cohort 2027)	1,670	\$ 12,129,977		\$ 16,352,000	
Globalink Research Awards	480	\$ 3,486,460		\$ 5,148,571	
Total Direct Research Awards	2,150	\$ 15,616,437	85%	\$ 21,500,571	85%
Program Delivery Costs					
Business Development		\$ 537,700		\$ 768,142	
Program Management		\$ 505,667		\$ 722,381	
Research Mgmt & Evaluation		\$ 151,042		\$ 215,775	
Corporate Services		\$ 1,487,026		\$ 2,124,323	
Amortization				\$ 82,434	
Total Contractual Overhead		\$ 2,681,435	15%	\$ 3,913,056	15%
Total Globalink Expenditures		\$ 18,297,872	100%	\$ 25,413,627	100%

Anticipated Funding from Other Sources

Funding Support 2026-27	Accelerate	BSI	Globalink	Cumulative
ISED	\$ 17,021,277	\$ 4,680,851	\$ 18,297,872	\$ 40,000,000
Provincial Partners	\$ 5,899,150	\$ 1,716,116	\$ 5,765,079	\$ 13,380,346
Industry Partners	\$ 15,620,761	\$ 3,762,963		\$ 19,383,724
International Partners			\$ 1,090,357	\$ 1,090,357
Total	\$ 38,541,188	\$ 10,159,930	\$ 25,153,308	\$ 73,854,427

Annual Cashflow Requirements

Based on available funding, Mitacs estimates the following cash flow as evidenced in the table below. The distribution is based on seasonality of the awards throughout the year:

Cash Flow Request	Q1	Q2	Q3	Q4	Cumulative
ISED Project #945-513763	\$ 12,000,000	\$ 10,000,000	\$ 10,000,000	\$ 8,000,000	\$ 40,000,000

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Contribution Management

This section contains an overview of the way funds are managed at Mitacs. It is broken down into the rules applied for the management of our funding across different programs.

Domestic: Accelerate & BSI

Contributions are treated as restricted contributions and revenue is deferred until recognition criteria are fully met.

- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
 - The project or application has received appropriate research approval and outcome letter is issued.
 - 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

Contributions are treated as restricted contributions and revenue is deferred until recognition criteria are fully met.

- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
 - The project or application has received appropriate research approval and outcome letter is issued.
 - 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 (GRI): 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

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expenses: accommodation, living stipend, student fees to the host academic institution, local airport transportation, flights and visa reimbursement (where applicable), and purchase of emergency medical insurance. Funds are only distributed to students upon entry into Canada.

Globalink Research Award (GRA): Funds will be disbursed to the Canadian 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.

Financial Management Oversight and Governance

The Audit and Finance Committee (made up of a subset of Board members) supports Mitacs' 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 financial policies, processes, and activities in the areas of accounting and internal controls, enterprise risk management, external audits, and financial reporting.

Annual Mitacs 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 and Finance Committee. They are then presented to the Board of Directors for final approval and posted publicly via the Mitacs website.

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Risk Assessments and Mitigation Strategies

Risk Assessment	Mitigation Strategy
Non-federal sources of funding may not be secured to meet provincial and territorial demand, limiting our ability to achieve contract targets and advance priority projects aligned with this agreement's objectives.	We will continue strengthening partnerships with governments and organizations by aligning federal, provincial, and territorial priorities to address national needs. Leveraging our experience in partnership development and support from the Business Development team, we will actively pursue new funding opportunities. This year, we are prioritizing additional funding in Ontario to support delivery.
Challenges to maintain CyberSecure Canada certification.	We will continue to strengthen cybersecurity controls and uphold stakeholder trust. In 2026–27, our goal is to maintain or exceed our cybersecurity score of >3.0 on the Centre for Internet Security (CIS) framework.
Mitacs may not have adequate oversight in place to manage research security requirements.	Mitacs will continue to implement our Research Security Plan. A draft of proposed updates to the Research Security Plan was submitted to ISED in July 2025 for feedback, and we will monitor national developments in research security, adapting to new federal requirements and guidelines as they arise.

Statement of Amounts Owing to the Crown

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

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Appendix B: ISED Project 945-514605

Summary of Planned Eligible Activities

Accelerate

The Accelerate program offers research-based internships to students, recent graduates, and postdoctoral fellows enrolled at eligible post-secondary institutions. With 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 novel solutions and solve economic and social challenges. Under this contract, Mitacs will deliver research internships on quantum-related topics in relevant fields.

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. Under this contract, Mitacs will deliver innovation internships on quantum-related topics in relevant fields.

Globalink

Globalink Research Award (GRA) is an international collaborative research program for senior undergraduates, graduate students, and postdoctoral fellows between Canada and Mitacs' 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. We launched an updated, streamlined version of the GRA program in 2025. Under this contract, universities are eligible for extra research projects on quantum-related topics above and beyond their annual allocation.

The **Globalink Research Internship (GRI)** program supports international undergraduate students from Mitacs' 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. Mitacs makes efforts to specifically solicit projects on quantum-related topics to be supported through this contract.

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Quantum Streams

Quantum-related internships arise naturally through regular business development activities in all four programs. Additionally, we will continue to run the following special streams:

- **GRA:** Quantum internships are available to all eligible universities in Canada, over and above their regular allocation.
- **BSI:** We have a Lab2Market Launch cohort in quantum which will begin in 2026. Lab2Market is a national network for entrepreneurship, innovation and commercialization training for students and researchers, supported by Mitacs through the BSI program.
- **GRI:** Through a partnership with the University of Waterloo, we support an annual cohort of quantum interns in addition to other quantum projects throughout the country.

Program Implementation Schedule

The Accelerate, BSI and GRA programs run continuously with open intake of applications throughout the year. The GRI program supports an annual summer cohort of interns, with project descriptions from Canadian professors and applications from potential interns accepted in the summer and fall of the previous year.

Program Delivery Activities

Business development activities including engagement with academic and industry partners to identify opportunities, build relationships, and support establishment of internship and fellowship relationships.

Program management activities including the administration of internships and fellowships. Specifically application processing, participant/client service and support, program monitoring, and operational coordination.

Research and evaluation activities including reviewing applications for quality of the proposed research and/or innovation activities, implementation of the Mitacs research security plan, and assessing program performance indicators.

Corporate services activities including organization-wide support such as HR, Finance, IT and administrative functions which enable effective delivery and oversight.

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Statement of Objectives

Accelerate Program

Internship Delivery Target: 740

- **Access to talent:** Provide organizations with access to cutting-edge research and talent.
- **Work-integrated learning:** Provide interns with research-based work-integrated learning opportunities to prepare them for the workforce.
- **Solving real-world challenges:** Provide researchers with opportunities to apply their expertise to impactful real-world and commercial challenges.
- **Skills enhancement:** Enhance the skills of interns working through training and networking opportunities to support their success.
- **Inclusive access:** Support access for equity-deserving groups to foster inclusive innovation.

Business Strategy Internship Program (BSI)

Internship Delivery Target: 50

- **Skills transfer:** Providing organizations with access to cutting-edge talent and research.
- **Growing innovation abilities:** Strengthening the innovation capacity of for-profit and not-for-profit organizations.
- **Creation of intellectual property:** Provide researchers with the opportunity to integrate real world challenges into research programs.
- **Work-integrated learning:** Provide interns with innovation-based work-integrated learning opportunities to prepare them for the workforce.
- **Training and networking:** Enhance skills through intern networking and training opportunities.

Thanks to our funding partners



Merci à nos bailleurs de fonds.

Globalink Research Award

Internship Delivery Target: 220

- **Foster innovation networks:** Ensure mobility of research talent between Canada and global partners to build research networks.
- **Support academic research:** Support Canadian academic institutions in the achievement of their strategic research objectives.
- **International learning:** Offer Canadian students the opportunity to gain international research experience and cross-cultural learning exposure.
- **Skills enhancement:** Enhance the skills of participating interns through training and networking opportunities.

Globalink Research Internship

Internship Delivery Target: 330

- **Attract talent for research:** Attract top international undergraduate talent to Canada for research-based internships.
- **Academic talent acquisition:** Support research programs of Canadian academic institutions through engagement and recruitment of international talent.
- **Training, mentorship, and networking opportunities:** Enhance the skills of interns through training, mentorship, and networking opportunities.
- **Encourage talent to return to Canada:** Encourage high-calibre students to come back to Canada for graduate school.
- **Canada as a research destination:** Increase awareness of Canada as a research destination.

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Anticipated Program Outcomes

The federal government's continued support for Mitacs aligns with our mission of driving industry-academic collaboration, deploying skilled talent, and building innovation capacity to strengthen Canada's productivity and global competitiveness. Through this partnership, Mitacs delivers concrete outputs such as internships, collaborative research projects, and training opportunities. This reflects a shared commitment to generating impact for the economy, workforce, and society by helping companies increase their investments in research and development, advancing skills development, entrepreneurship, and international engagement.

Mitacs programs support research and innovation projects that:

1. Help private sector, not-for-profit, municipal and health organizations gain access to exceptional talent and R&D capacity. These efforts aim at supporting the journey to commercial success of new or improved products that boost productivity, enhance global competitiveness, and support business survival.
2. Enable talented individuals to develop new skills with hands-on industry experience, prepare them for entrepreneurship, and expand their access to global networks and transformative projects.
3. Connect the research –to real-world application of the work done by researchers at post-secondary institutions through funding, networks, and global partnerships, while also strengthening their collaboration with industry and keeping pace with cutting-edge applications.

Strategic Objectives: Strengthen the Canadian innovation ecosystem to increase Canadian economic growth, innovation employment and improve the quality of life of all Canadians.

Immediate Outcomes	Intermediate Outcomes	Long-term Outcomes
Post-secondary students, postdoctoral fellows and entrepreneurs enhance their skills.	Post-secondary students and postdoctoral fellows from across backgrounds and disciplines pursue professional careers in Canada.	Provision of a more highly qualified, skilled, and diverse workforce for Canada's knowledge economy.

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Research/innovation projects are enabled.	Scientific knowledge and investments in R&D and businesses are enhanced.	Participating organizations innovate and grow.
Partnerships and networks are created and strengthened across sectors.		Enhanced knowledge transfer between sectors and disciplines in Canada and internationally.

Ongoing Performance Monitoring Strategies

Mitacs is committed to rigorous evaluation and impact assessment methods that foster organizational learning, inform decision-making, and ensure accountability. These practices help the organization assess the relevance and effectiveness of its programs, driving continuous improvement and alignment with participants' needs.

To achieve this, Mitacs has developed and implemented a comprehensive monitoring strategy to track outcomes and impact. This approach includes regularly collecting information to measure progress against key performance goals. By analyzing quantitative and qualitative data feedback from multiple sources, Mitacs evaluates program success, identifies areas for improvement, and communicates results clearly to stakeholders.

Program Performance Measurement Data

- **Survey work:** Exit surveys administered immediately after the internship and repeated surveys over a long period. Both help Mitacs track the results of its programming on participants.
- **Outcome measurement:** In-depth quantitative and qualitative analysis allows Mitacs to assess programming expected results and the level of impact achievement.
- **Economic impact:** Mitacs analyses the impact that our programs have on partners, such as on their productivity and growth. This is completed with research partners such as Statistics Canada.

In the coming year, Mitacs will continue undertaking activities that demonstrate its contribution to the innovation ecosystem.

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Statement of Planned Expenditures

Accelerate planned expenditures

Expenditures	2026/27 ISED Project #945-514605	%	Accelerate Program Expenditures	%
Accelerate Internships (#)	740			
Direct Research Awards				
Accelerate Awards	\$ 4,694,805		\$ 10,514,970	
Total Direct Research Awards	\$ 4,694,805	85%	\$ 10,514,970	85%
Program Delivery Costs				
Business Development	\$ 241,833		\$ 537,407	
Program Management	\$ 227,426		\$ 505,392	
Research Mgmt & Evaluation	\$ 67,932		\$ 150,960	
Corporate Services	\$ 290,392		\$ 645,315	
Amortization	\$ -		\$ 57,672	
Total Contractual Overhead	\$ 827,583	15%	\$ 1,896,747	15%
Total Accelerate Expenditures	\$ 5,522,388	100%	\$ 12,411,717	100%

Business Strategy Internship (BSI) planned expenditures

Expenditures	2026/27 ISED Project #945-514605	%	BSI Program Expenditures	%
BSI Internships (#)	50			
Direct Research Awards				
BSI Awards	\$ 318,189		\$ 707,500	
Total Direct Research Awards	\$ 318,189	85%	\$ 707,500	85%
Program Delivery Costs				
Business Development	\$ 14,775		\$ 32,833	
Program Management	\$ 13,894		\$ 30,877	
Research Mgmt & Evaluation	\$ 4,150		\$ 9,223	
Corporate Services	\$ 22,126		\$ 49,169	
Amortization	\$ -		\$ 3,523	
Total Contractual Overhead	\$ 54,946	15%	\$ 125,625	15%
Total BSI Expenditures	\$ 373,134	100%	\$ 833,125	100%

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Globalink planned expenditures

Expenditures	Targets	2026/27 ISED Project #945-514605	%	Globalink Program Expenditures	%
Globalink Internships (#)					
Direct Research Awards					
Globalink Research Internships Awards (Commitments summer cohort 2027)	330	\$ 588,000		\$ 3,780,000	
Globalink Research Awards	220	\$ 2,910,011		\$ 1,160,000	
Total Direct Research Awards	550	\$ 3,498,011	85%	\$ 4,940,000	85%
Program Delivery Costs					
Business Development		\$ 59,615		\$ 82,798	
Program Management		\$ 56,063		\$ 77,866	
Research Mgmt & Evaluation		\$ 16,746		\$ 23,258	
Corporate Services		\$ 474,042		\$ 658,392	
Amortization		\$ -		\$ 8,886	
Total Contractual Overhead		\$ 606,466	15%	\$ 851,200	15%
Total Globalink Expenditures		\$ 4,104,478	100%	\$ 5,791,200	100%

Anticipated Funding from Other Sources

Funding Support 2026-27	Accelerate	BSI	Globalink	Cumulative
ISED	\$ 5,522,388	\$ 373,134	\$ 4,104,478	\$ 10,000,000
Provincial Partners	\$ 1,744,232	\$ 122,402	\$ 979,218	\$ 2,845,852
Industry Partners	\$ 4,908,750	\$ 312,500	\$ -	\$ 5,221,250
International Partners	\$ -	\$ -	\$ 52,500	\$ 52,500
Total	\$ 12,175,370	\$ 808,037	\$ 5,136,196	\$ 18,119,602

Annual Cashflow Requirements

Based on available funding, Mitacs estimates the following cash flow as evidenced in the table below. The distribution is based on seasonality of the awards throughout the year:

Cash Flow Request	Q1	Q2	Q3	Q4	Cumulative
ISED Project #945-514605	\$ 3,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,000,000	\$ 10,000,000

Thanks to our funding partners:



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Contribution Management

This section contains an overview of the way funds are managed at Mitacs. It is broken down into the rules applied for the management of our funding across different programs.

Domestic: Accelerate & BSI

Contributions are treated as restricted contributions and revenue is deferred until recognition criteria are fully met.

- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
 - The project or application has received appropriate research approval and outcome letter is issued.
 - 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

Contributions are treated as restricted contributions and revenue is deferred until recognition criteria are fully met.

- Program revenue is recognized when the following criteria are met, and the corresponding liability is incurred:
 - The project or application has received appropriate research approval and outcome letter is issued.
 - 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 (GRI): 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

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expenses: accommodation, living stipend, student fees to the host academic institution, local airport transportation, flights and visa reimbursement (where applicable), and purchase of emergency medical insurance. Funds are only distributed to students upon entry into Canada.

Globalink Research Award (GRA): Funds will be disbursed to the Canadian 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.

Financial Management Oversight and Governance

The Audit and Finance Committee (made up of a subset of Board members) supports Mitacs' 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 financial policies, processes, and activities in the areas of accounting and internal controls, enterprise risk management, external audits, and financial reporting.

Annual Mitacs 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 and Finance Committee. They are then presented to the Board of Directors for final approval and posted publicly via the Mitacs website.

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Risk Assessments and Mitigation Strategies

Risk Assessment	Mitigation Strategy
Mitacs may not be able to fully utilize available funds within the agreed-upon timeframe.	We will coordinate closely across departments to monitor timelines, complete quarterly forecasts, multi-year planning, and run scenario analyses to support decision-making and progress reporting. We will also proactively identify emerging risks and enhance program promotion to reduce the risk of underspend.
Challenges to maintain CyberSecure Canada certification.	We will continue to strengthen cybersecurity controls and uphold stakeholder trust. In 2026–27, our goal is to maintain or exceed our cybersecurity score of >3.0 on the Centre for Internet Security (CIS) framework.
Mitacs may not have adequate oversight in place to manage research security requirements.	Mitacs will continue to implement our Research Security Plan. A draft of proposed updates to the Research Security Plan was submitted to ISED in July 2025 for feedback, and we will monitor national developments in research security, adapting to new federal requirements and guidelines as they arise.
Challenges in meeting demand for high-quality partnerships essential to driving economic growth in priority sectors.	We will continue proactive engagement with provincial partners to secure additional funding and collaborate with university partners to strategically direct investment toward high-growth sectors.

Statement of Amounts Owing to the Crown

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

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Appendix C: SSF Project 945-515287

Planned Activities

Accelerate Plus

Internship Delivery Target: 5,500

Connect enterprises and researchers across Canada, build and provide access to talent, facilitate knowledge sharing with international partners, and support innovation projects to enhance economic growth and productivity and deliver solutions for our most pressing societal challenges to improve the quality of life for all Canadians.

Research internships, building upon the success of our Accelerate program, will continue to support collaborations between academia and partner organizations to solve critical business challenges.

Respond to non-research needs of Canadian enterprises through collaborations with expertise from our post-secondary institutions. These needs may include but are not limited to product/service/process improvements, adoption, increased competitiveness, and increased productivity.

Strategic Partnerships for Impact

Internship Delivery Target: 1,000

Mitacs will deliver impactful, structured, and action-oriented partnerships integrating industry needs, world-class research expertise, and advanced talent. With the ability to facilitate technology integration—not just R&D—Mitacs will, through these partnerships, contribute to improving products, processes, and services, ensuring businesses remain competitive.

Mitacs will build on its 25-year proven track record of fostering impactful partnerships to accelerate AI adoption in Canada, equipping businesses with the expertise and talent necessary to overcome barriers to AI adoption. By leveraging multidisciplinary talent spanning technology, business, and sector-specific expertise, as well as facilitating multi-institution collaborations, Mitacs delivers holistic solutions for seamless AI integration.

Designing initiatives tailored to ecosystem needs in collaboration with other stakeholders. Most activities in Strategic Partnerships for Impact will be primarily through academic and industry collaborations. These collaborations would be sizeable multi-disciplinary projects that bring

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together multiple stakeholders (partners and academia) and/or a single industry partner supporting a large initiative with one or more academic institutions to address barriers in the ecosystem.

Enabling Innovation

Support the Canadian innovation ecosystems by advancing, analyzing, and leveraging Mitacs data while implementing inclusive innovation initiatives that reduce barriers to innovation for businesses, talent, and researchers, build innovation capacities, and develop talent with appropriate professional development training and skills for success in or outside of academia. Cross-cutting activities to support economic impact and inclusive innovation.

Program Delivery Activities

Business development activities including engagement with academic and industry partners to identify opportunities, build relationships, and support establishment of internship and fellowship relationships.

Program management activities including the administration of internships and fellowships. Specifically application processing, participant support, program monitoring, and operational coordination.

Research and evaluation activities including reviewing applications for quality of the proposed research and/or innovation activities, implementation of the Mitacs research security plan, and assessing program performance indicators.

Corporate services activities including organization-wide support such as HR, Finance, IT and administrative functions which enable effective delivery and oversight.

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Equity, Diversity and Inclusion (EDI)

Mitacs' strong commitment to advancing EDI across all innovation activities is demonstrated in its Strategic Plan 2026-2030. This commitment is built to tackle the diverse needs in delivering economic impact, innovation productivity, talent and workforce development, and societal and quality of life impacts for all individuals in Canada. The Strategic Plan also recognizes the importance of supporting Mitacs interns to find success in career paths, especially for underrepresented groups. EDI is embedded across Mitacs operations to ensure a diverse, inclusive, and high-performing workforce.

Mitacs has an Equity, Diversity, Inclusion and Culture (EDIC) department to deliver on Mitacs EDI commitments, with the leadership of a Vice-President of EDIC and a team of Director, Senior Advisors, and a Senior Specialist.

Efforts to advance EDI at Mitacs are grounded by the [Inclusive Innovation Action Plan \(IIAP\)](#), along three streams of actions:

1. Equitable systems and processes
2. Access and support for equity-deserving students
3. Inclusive innovation ecosystem through networks and partnerships.

The IIAP focuses on five priority groups: Indigenous Peoples, women, racialized individuals, LGBTQ2S+ individuals, and persons with disabilities.

Note that while the IIAP was set to deliver EDI commitments from 2023-2026, [Mitacs remains committed](#) – as supported by its Strategic Plan 2026-2030 – to sustain its EDI efforts with both existing and new commitments in 2026-2027.

Continued Commitments from the IIAP

Stream 1: Equitable Systems and Processes

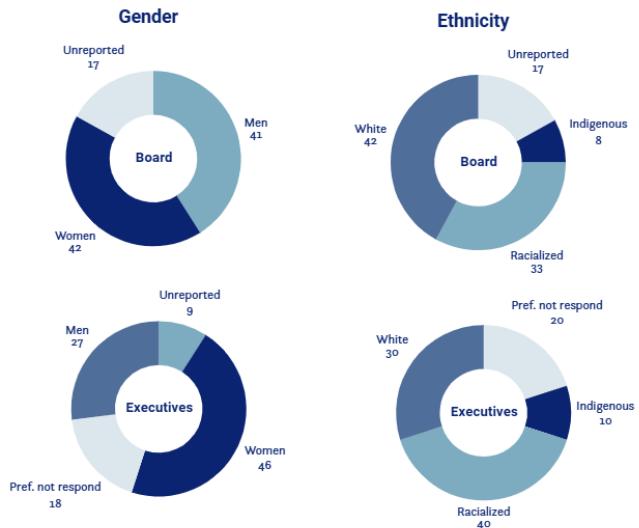
The core objective of Stream 1 is to embed Indigenous and EDI principles across Mitacs' internal systems, policies, and practices. This is sustained through an evidence-informed approach, with an annual EDI survey to collect workforce demographic and inclusion data. This data has been leveraged to improve the equity of Mitacs' recruitment, selection, retention, and advancement practices.

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Board and executive leadership diversity data is collected annually to ensure ongoing commitment towards the 50/30 Challenge. Data below indicates Mitacs commitment to 50/30 Challenge in the 2025–2026.



- **Mitacs advances internal EDI competencies through training**
 - All staff training to build EDI and reconciliation awareness and knowledge along the dates of significance calendar; four sessions per year.
 - Mandatory accessibility awareness training for onboarding.
 - Targeted training to support teams on different skills and knowledge: OCAP Principles, accessibility (technical skills), inclusive leadership workshop, EDI and Indigenous Research and Innovation guideline and training support.
- **Social and inclusive innovation**
 - Track the number of social innovation projects supported at Mitacs.
 - Launch the EDI Research and Innovation Guideline to support the existing EDI Research and Innovation Policy and the advancement of inclusive innovation across Mitacs projects.
- **Reconciliation**
 - Dedicated Indigenous Business Development Engagement Primes across regions.
 - Launch tailored activities to enhance Indigenous recruitment and retention.

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Stream 2: Access and Support for Equity-Deserving Students

Mitacs collects intern demographic data to track representation, identify gaps, and enable disaggregated analyses on all Mitacs program outcomes.

- **Wraparound supports**
 - Inclusive Innovator of the Year Award, presented annually to celebrate the achievement in inclusive innovation.
 - Accessibility and accommodation support upon request, with dedicated channel to support.
- **Barrier Mitigation, Reconciliation**
 - Strengthen existing Indigenous Pathways offering. This is a leveraged funding model (3:1 funding) to reduce barriers for Indigenous students and industry partners to access Mitacs programming. Delivered 747 units in 2024–25, with 750 units allocated for 2025–26. Mitacs will increase its capacity to support more Indigenous Pathways projects in 2026–27.
 - Indigenous Research Award. Support Indigenous students with faculty mentorship and networking opportunities to build cultural connections and aspiration for young researchers.
- **Accessibility**
 - Continuous audit and remediation to ensure accessibility of Mitacs website, materials, and Mitacs Plus.

Stream 3: Inclusive Innovation Ecosystem through Networks and Partnerships

Mitacs aims to become the driving force to advancing inclusive innovation in Canada, by broadening its collaborative network and increasing engagement with various organizations, developing strategies to position Mitacs as a convener to advance inclusive innovation across sectors and industries, and enhance economic opportunities for small and medium enterprises owned by equity-deserving groups.

Mitacs has developed partnerships with key actors in the inclusive innovation space, including Canadian Black Scientists Network, Black Women Talk Tech, Arctic Indigenous Investment Conference, and Indigenous and Black Engineering and Technology. Mitacs will continue building partnerships with organizations that advocate for equity-deserving communities.

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New EDI Initiatives beyond IIAP

- Establish an Indigenous Advisory Council to guide Mitacs in co-designing new programs and supports for Indigenous Peoples.
- Expand access to wraparound support programs such as peer-to-peer mentoring and coaching support for underrepresented groups.
- Identify and build new partnerships to support underrepresented groups in the research and innovation ecosystem.
- Collect industry partner demographic data to track representation and support disaggregated analyses on program outcomes.
- Develop and launch a Mitacs Digital Accessibility Plan to map out accessibility commitments across Mitacs digital ecosystem.

Description of Payment Cashflow Needs

Based on available funding, Mitacs estimates the following cash flow as evidenced in the table below. The proposed cash flow requests will enable us to fulfill ongoing commitments and award payments, ensuring uninterrupted program delivery without operational disruption. Advance payments are required because Mitacs must release funding to ultimate recipients in order to award and deliver internships and programming in a timely manner. A claims-based payment model would result in significant delays in both the awarding and releasing of funds which would negatively impact project effectiveness and delivery timelines. Additionally, advance payments are required to meet ongoing business obligations associated with program delivery costs including salaries and other operational expenses necessary to administer the project. The distribution is based on seasonality of the awards throughout the year:

Cash Flow Request	Q1	Q2	Q3	Q4	Cumulative
SSF Project #945-515287	\$24,515,540	\$17,511,100	\$14,008,880	\$14,008,880	\$70,044,400

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Risk Assessment and Mitigation Strategies

Risk management is embedded across our operational, managerial, and governance activities. We maintain a formal Enterprise Risk Register, which is updated and presented to the Board of Directors twice per year. Management continuously monitors and assesses risks emerging from both the external and internal operating environments. The following risks and associated mitigation strategies have been identified for the 2026–27 fiscal year.

Risk Description	Impact on Compliance/ Results	Likelihood (High / Med / Low)	Mitigation Strategy	Status
Non-federal sources of funding may not be secured to meet provincial and territorial demand, limiting our ability to achieve contract targets and advance priority projects aligned with this agreement's objectives.	May limit delivery capacity, resulting in reduced program reach, unmet provincial and territorial demand, and potential underperformance against contract commitments.	Low	We will continue strengthening partnerships with governments and organizations by aligning federal, provincial, and territorial priorities to address national needs. Leveraging our experience in partnership development and support from the Business Development team, we will actively pursue new funding opportunities. This year, we are prioritizing additional funding in Ontario to support delivery.	Ongoing
Mitacs may not be able to fully utilize and disburse available funds within the	May result in missed delivery targets, reduced program impact, and potential	Low	We will coordinate closely across departments to monitor timelines, complete quarterly forecasts, multi-year	Ongoing

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agreed-upon timeframe.	reallocation/loss of funds.		planning, and run scenario analyses to support decision-making and progress reporting. We will also proactively identify emerging risks and enhance program promotion to reduce the risk of underspend.	
Challenges to maintain appropriate intellectual property policies and procedures.	May lead to non-compliance with contractual requirements, and increased exposure to intellectual property disputes.	Low	In 2026–27, we will review our Intellectual Property Policy to ensure compliance with agreement terms and share it with the Minister within one year of the execution of this agreement.	Ongoing
Mitacs may not have adequate research security practices in place, including cyber-resilience measures and project-level research security assessments.	May lead to non-compliance with federal expectations, increased cybersecurity risks, ultimately limiting stakeholder confidence.	Low	We have submitted a draft of updates to our Research Security Plan to ISED in July 2025, outlining our security management practices, including measures to ensure cyber resilience and assess project-level research security risks where applicable. The plan aligns with Government of Canada research security policies and incorporates practices to mitigate potential risks. Waiting for confirmation back from	Ongoing

			ISED whether the document satisfies all three federal contract requirements.	
Challenges in securing strategic partnerships that generate meaningful impact in priority sectors.	May hinder progress in priority sectors, and result in missed targets or weaker alignment with agreement objectives.	Low	We will strengthen proactive engagement with provincial funders and university partners to build high-impact collaborations and strategically channel investment toward sectors with the greatest potential for measurable outcomes.	Ongoing

Appendix D: Our Partners

University members and participants

Full members		
Carleton University	Simon Fraser University	University of New Brunswick
Concordia University	University of British Columbia	University of Ottawa
Dalhousie University	Toronto Metropolitan University	University of Regina
École de technologie supérieure	Université de Montréal	University of Saskatchewan
McGill University	Université de Sherbrooke	University of Toronto
McMaster University	Université Laval	University of Victoria
Memorial University of Newfoundland	University of Alberta	University of Waterloo
Ontario Tech University	University of Calgary	University of Windsor
Polytechnique Montréal	University of Guelph	Western University
Queen's University	University of Manitoba	York University
Associate		
HEC Montréal	Trent University	Vancouver Island University
Institut national de la recherche scientifique	Université de Moncton	Wilfrid Laurier University
Lakehead University	Université du Québec à Montréal	
Laurentian University	University of Lethbridge	
OCAD University	University of Northern British Columbia	
Thompson Rivers University	University of Winnipeg	

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Participant Universities		
Acadia University	Kwantlen Polytechnic University	Université du Québec à Chicoutimi
Adler University	MacEwan University	Université du Québec à Rimouski
Alberta University of the Arts	Mount Allison University	Université du Québec à Trois-Rivières
Algoma University	Mount Royal University	Université du Québec en Abitibi-Témiscamingue
Ambrose University	Mount Saint Vincent University	Université du Québec en Outaouais
Athabasca University	Nipissing University	Université Sainte-Anne
Bishop's University	NSCAD University	Université TÉLUQ
Brandon University	Redeemer University College	University of King's College
Brock University	Royal Military College of Canada	University of Prince Edward Island
Canadian Mennonite University	Royal Roads University	University of the Fraser Valley
Cape Breton University	Saint Mary's University	Yukon University
Capilano University	Saint Paul University	
Concordia University of Edmonton	St. Francis Xavier University	
Crandall University	St. Thomas University	
École nationale d'administration publique	The King's University	
Emily Carr University of Art + Design	Trinity Western University	

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Participant CEGEPs, colleges, and polytechnics

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	Burnaby	British Columbia
Cambrian College of Applied Arts and Technology	Sudbury	Ontario
Camosun College	Victoria	British Columbia
Campus Notre-Dame-de-Foy	Saint-Augustin-de-Desmaures	Québec
Canadian College of Naturopathic Medicine	Toronto	Ontario
Canadian Memorial Chiropractic College	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	Gatineau	Québec
Cégep de la Gaspésie et des Îles	Gaspé	Québec
Cégep de La Pocatière	La Pocatière	Québec
Cégep de l'Abitibi-Témiscamingue	Rouyn-Noranda	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

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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 Sorel-Tracy	Sorel-Tracy	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	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 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
École nationale de cirque	Montréal	Québec
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 Polytechnic	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	New Westminster	British Columbia
Kenjgewin Teg	M'Chigeeng	Ontario
Keyano College	Fort McMurray	Alberta
Lakeland College	Vermilion	Alberta
Lambton College	Toronto	Ontario
Langara College	Vancouver	British Columbia
Lethbridge Polytechnic	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	Fredericton	New Brunswick
Niagara College of Applied Arts and Technology	Welland	Ontario
NorQuest College	Edmonton	Alberta

Thanks to our funding partners



Merci à nos bailleurs de fonds.

North Island College	Courtenay	British Columbia
Northern Alberta Institute of Technology	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
Portage College	Lac La Biche	Alberta
Red Crow Community College	Stand Off	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	Calgary	Alberta
St. Clair College of Applied Arts and Technology	Windsor	Ontario
St. Lawrence College	Kingston	Ontario
Suncrest College	Canora	Saskatchewan
TAV College	Montréal	Québec
University College of the North	The Pas	Manitoba
Vanier College	Montréal	Québec

Hospitals & Research Institutes

Name	City	Province/Territory
Centre hospitalier universitaire Sainte-Justine	Montréal	Québec
Hospital for Sick Children	Toronto	Ontario
Institut de cardiologie de Montréal	Montréal	Québec
Jewish General Hospital	Montréal	Québec
Lawson Research Institute	London	Ontario
London Health Sciences Centre Research Institute	London	Ontario
Research Institute of the McGill University Health Centre	Toronto	Québec
St. Michael's Hospital	Toronto	Ontario
Sunnybrook Research Institute	Toronto	Ontario
The Verschuren Centre Inc.	Sydney	Nova Scotia
TRIUMF	Vancouver	British Columbia
University Health Network	Toronto	Ontario

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Mitacs' international collaboration network

Country	Type of Collaboration
Algeria	Network collaboration
Argentina	Network collaboration
Australia	Network collaboration
Austria	Network collaboration
Bangladesh	Network collaboration
Belgium	Network collaboration
Brazil	Partner + Network collaboration
Chile	Partner + Network collaboration
China*	Partner + Network collaboration
Colombia*	Partner + Network collaboration
Côte d'Ivoire	Network collaboration
Czechia	Network collaboration
Denmark	Network collaboration
Estonia	Network collaboration
European Commission	Partner + Network collaboration
Finland	Network collaboration
France *	Partners + network collaboration
Francophonie	Partner + Network collaboration
Germany *	Partners + network collaboration
Ghana	Network collaboration
Hong Kong	Partners + network collaboration
Hungary	Network collaboration
India *	Network collaboration
Iran	Network collaboration
Ireland	Network collaboration
Israel	Network collaboration
Italy	Network collaboration
Japan	Partner + Network collaboration
Jordan	Network collaboration
Luxembourg	Network collaboration
Mexico *	Partners + network collaboration
Morocco	Network collaboration
Nepal	Network collaboration

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Canada 

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Netherlands	Network collaboration
Norway	Network collaboration
Pakistan	Partner + Network collaboration
Peru	Network collaboration
Philippines	Network collaboration
Poland	Network collaboration
Portugal	Network collaboration
Qatar	Network collaboration
Saudi Arabia	Network collaboration
South Africa	Partner + Network collaboration
South Korea	Partner + Network collaboration
Spain	Network collaboration
Sweden	Network collaboration
Switzerland	Network collaboration
Taiwan	Partner + Network collaboration
Thailand	Partner + Network collaboration
Tunisia*	Partner + Network collaboration
Ukraine*	Partner + Network collaboration
United Kingdom *	Partner + Network collaboration
United States of America*	Partner + Network collaboration
Vietnam	Network collaboration

* Indicates where more than 500 internships were supported