



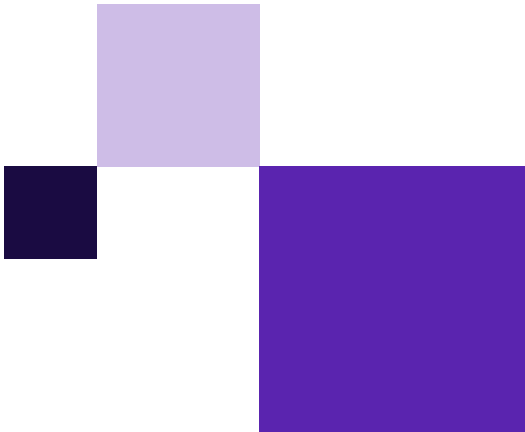
2024-25 ANNUAL REPORT

**Built in **Canada.****  
**Ready for the **World.****



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## INTRODUCTION

# Built in Canada. Ready for the World.

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Canada is at a pivotal moment – where Canada is poised to lead the next wave of global digital transformation. It has never been more important to invest and innovate in Canada. Our economy, industries, communities and our future depend on it.

DIGITAL is accelerating Canada to its digital future. By bringing together technology builders and buyers, we're accelerating the adoption and commercialization of Canadian technologies. We do this by working with industry – from SMEs to global leaders, post-secondary institutions, community organizations and the public sector – to collaborate on large-scale projects that drive the development and adoption of digital solutions in sectors critical to Canada's growth, including: **mining and energy, housing, workforce development and health.**

Canadians are ambitious. DIGITAL channels that ambition to capture some of Canada's largest economic opportunities – strengthening our supply chains and diversifying global opportunities and export markets for Canadian companies. By harnessing world-class research and translating it into adoption and commercialization, DIGITAL continues to grow Canada's reputation as a strong and effective environment for global research and entrepreneurial talent.

Through many lenses, the world is at a crossroad. Geopolitical and economic challenges create uncertainty across geographies and sectors. We have been here before: when COVID-19 disrupted the world, DIGITAL rose to the challenge, effectively deploying critical resources to Canadian industry who in turn built and distributed technologies essential to addressing the unanticipated crises in the pandemic. These products and services continue to deliver positive impacts around the world – with technologies from DIGITAL's Members now deployed on five continents and in 96 countries. As economies around the world face turbulence and uncertainty, at DIGITAL, we know that by working together – across academia, industry, government, community and beyond – Canada will be stronger and emerge more resilient.

**We are building Canada's future. A future founded on a globally competitive, sustainable mining and energy sector. A future where Canadians, and people around the world, can access high-quality healthcare powered by Canadian technologies, where our housing construction sector keeps pace with evolving demand, and where Canadians, regardless of where they live, are able to access training critical to support them in pursuing meaningful careers and driving Canada's success and growth. Join us.**

## OUR VISION



Canadian companies lead the world in delivering digital solutions.

## OUR MISSION



Bringing together builders and buyers to accelerate the adoption and commercialization of Canadian technologies.

# 2024–25 Highlights

Cumulative impacts as of March 31, 2025

**12X ROI - \$324M PUBLIC INVESTMENT DROVE \$4.5B GDP GROWTH\***

**34K+ JOBS CREATED ACROSS THE CANADIAN ECONOMY**

**\$1.4B NEW FUNDS RAISED.\*\***  
**\$764M BY CANADIAN SMES**

**\$786M INVESTED. INCLUDING \$506M DIRECTLY INTO SME-LED INNOVATION**

**730+ IP ASSETS BUILT AND RETAINED IN CANADA**

**190+ COMMERCIAL PRODUCTS LAUNCHED GLOBALLY**

*\*Based on a 5-year projection.*

*\*\*Total funding raised (CAD) by project partners following DIGITAL co-investment, where DIGITAL's co-investment can be attributed to funds raised.*



FROM THE

# Government of Canada

**Message from the Honourable Mélanie Joly, Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions, and the Honourable Evan Solomon, Minister of Artificial Intelligence and Digital Innovation and Minister responsible for the Federal Economic Development Agency for Southern Ontario**

In today's ever-evolving global economy, innovation isn't just a nice-to-have. It's a necessity.

To meet this imperative, the Government of Canada is focused on supporting breakthrough innovation, enhancing productivity and creating high-quality jobs. As we pursue these goals, we're helping home-grown enterprises innovate, build, scale and commercialize their ideas. These efforts are driving economic prosperity while solving complex global challenges.

The global innovation clusters are driving economic progress through a collaborative model—one that brings together business, academia and not-for-profits—to develop transformative solutions.

What began as a bold experiment has become a signature initiative. A recent economic analysis underscored the clusters' substantial impacts, assessing their total contribution to Canada's gross domestic product (GDP) at \$3.3 billion and crediting them with the creation of 35,000 jobs nationwide.

The clusters' activities have now reached an inflection point. Many projects supported through the clusters are maturing from early stages to market-driven growth, attracting investments and generating commercial revenues. We're witnessing the compounding effects of our initial funding, with economic forecasts projecting an extraordinary trajectory.

By 2029, the clusters are anticipated to contribute \$8.1 billion to Canada's GDP while supporting more than 83,000 jobs across the country. These powerhouse innovation ecosystems are bolstering Canada's competitive advantage in five key areas where we already excel: digital technologies, plant proteins, advanced manufacturing, AI-powered supply chains and ocean industries.

Our government has seen the value in this collaborative model since its inception, and our commitment hasn't wavered. There are now more than 10,300 members across all five clusters, including companies of all sizes, academic institutions and not-for-profits. As of March 2025, the clusters have announced more than 615 projects worth over \$3.02 billion, involving 3,226 partners—of which 1,640 are small or medium-sized businesses. These results are proof of the clusters' success, with every dollar of government funding resulting in a further investment of \$1.60 from industry and other partners. This private sector buy-in exceeds our target, underscoring the real value of this collaborative approach.



**The Honourable  
Mélanie Joly**



**The Honourable  
Evan Solomon**

Recognizing the clusters' effectiveness and overall impact, we've expanded their mandate to accelerate Canada's leadership in emerging technologies.

DIGITAL continues to build a better Canada by helping Canadian companies scale up to become global leaders and accelerating the development of digital technologies that are solving some of the biggest challenges of our time. Over the past year, the cluster has helped to deploy solutions in human health, advance the commercialization of AI and quantum technologies, increase the global competitiveness of our natural resources, and create opportunities that develop the diverse talent needed to meet Canada's growing digital labour force, ultimately helping Canadians benefit from novel technology products and services.

The government is investing in the global innovation clusters to drive the adoption of made-in-Canada artificial intelligence technologies across the Canadian economy. With \$275 million in targeted support provided through the Pan-Canadian Artificial Intelligence Strategy, we are empowering Canada's world-class talent and research capacity and making sure that Canadian AI innovations are commercialized at home.

As global competition intensifies in the AI space, we're not just developing cutting-edge technology—we're also helping to scale ambitious Canadian companies, building the secure digital infrastructure and trusted data environments they need to grow, and ensuring this innovation reflects Canadian values. By pairing ambition with responsibility, we are driving AI-powered productivity while safeguarding the public's trust, ensuring our businesses and public institutions can compete and win on the world stage.

In the decade ahead, the clusters will stand as cornerstones of Canada's innovation strategy, bringing together diverse voices, including those of women and of Indigenous communities and other equity-seeking groups, to tackle our most pressing challenges.

Innovation is about more than technology. It's about how we build a more just, resilient and competitive Canada. The clusters represent our collective affirmation that Canadian ingenuity, when properly supported and connected, can compete on the world stage...and win.

By investing in ourselves, our ideas and our shared potential, we aren't just anticipating the future—we're actively creating it.



**THE MINISTER OF INDUSTRY AND  
MINISTER RESPONSIBLE FOR CANADA  
ECONOMIC DEVELOPMENT FOR  
QUEBEC REGIONS, THE HONOURABLE  
MÉLANIE JOLY**



**THE MINISTER OF ARTIFICIAL INTELLIGENCE  
AND DIGITAL INNOVATION AND MINISTER  
RESPONSIBLE FOR THE FEDERAL ECONOMIC  
DEVELOPMENT AGENCY FOR SOUTHERN  
ONTARIO, THE HONOURABLE EVAN SOLOMON**

FROM THE

# Province of British Columbia

## Message from the Honourable Christine Boyle, Minister of Housing and Municipal Affairs



**The Honourable  
Christine Boyle**

Canada is at a crossroads, and so is British Columbia. Our world has shifted, and people, industry and governments are working together, developing and implementing solutions to meet the moment and take on some of our most daunting challenges.

With change comes opportunity. We need to be responsive to today's changing needs. In a global housing affordability crisis, and facing rising costs, families, seniors, and young people across the province are struggling to find homes they can afford.

We're looking to other jurisdictions around the world to see what is possible, and we're inspired by cutting-edge work that's underway in our own province. To help more people find a home in the community they love, we're embracing B.C.-led innovation to help people find the homes they need. With a \$9 million investment in DIGITAL's Housing Growth Innovation (HGI) program, we are supporting scalable solutions that are about more than just building homes. We're rethinking how we build.

The HGI program is developing smarter ways to design, plan, and construct housing in ways that will reduce costs, speed up construction, and make better use of local building materials. This includes generative design for community planning, mass timber kits, regulatory-ready designs and developing off-site manufacturing best practices.

The HGI program brings together builders, developers, local governments, Indigenous partners and innovators to test bold ideas, and turn them into real-world results. It's helping growing families find housing that fits their needs, giving young adults a shot at owning their own home and helping seniors age comfortably in the home they know. DIGITAL's partnerships with local industries are bringing approximately \$5.5 million in private co-investments to help tackle rising construction costs, regulatory barriers and delays, and the urgent need for more sustainable and efficient building practices in B.C.

We'll continue working with our housing partners to develop new solutions to help streamline supply chains, improve coordination across sectors, and reduce delays throughout all stages of housing development.

We've been implementing and expanding the Building Permit Hub, a digital tool that helps make building permitting faster and simpler, while supporting new construction methods. We'll keep looking for ways to cut red tape and expedite homebuilding so people have the homes they need in our rapidly growing communities.

By partnering with DIGITAL, we're putting B.C. at the forefront of housing innovation and helping to deliver more affordable homes, faster.

I thank everyone who is making this work possible and look forward to our continued partnership.

A handwritten signature in black ink, appearing to read 'C Boyle'.

**CHRISTINE BOYLE**

# From our CEO

## Message from Sue Paish



Canada is at a 'moment'. As a universally trusted trading partner, home to globally recognized academic excellence and heralded for our innovators, this is Canada's 'moment' to shine. Canadian companies can lead the world in the development and deployment of digital solutions. DIGITAL is driving to this outcome. DIGITAL

brings together the buyers and builders of technologies to develop and deliver digital solutions that address some of the world's most pressing challenges while capturing growth and success opportunities for Canadian companies and for Canada.

DIGITAL supports the development and deployment of technologies that can improve productivity, attract investment, facilitate growth and accelerate success of Canadian companies as they develop and deploy solutions that accelerate the energy transition, combat climate change, drive workforce development and improve human health at home and around the world.

Since 2018, DIGITAL has leveraged Canada's strengths to develop and deliver products and services that create opportunities for Canadian industry, communities and our country. From the outset, DIGITAL saw the promise of our natural resources, the imperative to re-think healthcare delivery, the need to grow Canada's housing production capacity, and the power of skilled Canadians to accelerate the delivery of products and services that capture global opportunities.

Through the inspiration, dedication and commitment of our member organizations, DIGITAL's impact speaks for itself. Our investments have generated 730+ Canadian-owned IP assets and patents, commercialized 190+ digital products and services, and unlocked \$1.4B in follow-on funding for Canadian companies. We've helped grow Canadian companies with 70% of our co-investments going to Canadian SMEs, and our workforce development initiatives have created skilling and career opportunities for 18,000+ Canadians across every province and territory. Throughout this report, we are proud to share the success stories of Canadian innovation champions who prove that by working together, Canada delivers success, prosperity and exceptional results.

Thank you to our Board of Directors and our partners across the Government of Canada and the Government of British Columbia for your unwavering commitment to Canada's future. Thank you to our DIGITAL team who sweat every day to support the work we do. Thank you to our Members who are leading the way in building a strong, resilient and growing future for Canadian innovation.

**This is Canada's moment.**

SUE PAISH, O.B.C., K.C.

# From our Interim Chair

## Message from Jason Low



Game-changing innovation happens when we combine creativity, speed and collaboration. As Interim Board Chair, I've witnessed the growth of a truly collaborative, home-grown digital technology ecosystem in Canada driven by DIGITAL. One that is enabling innovative technological developments and generating

significant economic growth to benefit Canadians for generations to come.

The theme of this report is "Built in Canada. Ready for the world". This is a tremendous ambition. It is one that is only possible with collaboration, which I believe is one of DIGITAL's greatest strengths.

DIGITAL has time and again brought stakeholders together from industry, academia and government to develop new approaches to complex challenges. This spirit of cooperation echoes the ethos of Canada and will carry DIGITAL and Canada's future forward with strength, resiliency and a sustainable, competitive edge.

Our Board is impressed by the cumulative impact of DIGITAL's efforts, including over \$1.4B in follow-on funding spurred on by DIGITAL, for Canadian companies, 190+ new commercial products and services, 730+ Canadian-owned intellectual property assets, and 18,300 Canadians skilled and placed into in-demand careers in AI, cybersecurity and more.

Behind each number are thousands of hours of joint effort, teamwork and strategic alignment between multiple partners, including competitors, who have set aside differences to move toward common goals on behalf of our country. These partnerships are pushing forward innovations that impact key areas critical to Canada's economic prosperity: mining, energy, rural development, life sciences, training and improved access to health care (to name a few).

This marks only the beginning. As we move forward with the maple leaf as our compass, the Board remains deeply committed to DIGITAL's vision and mission. I want to thank the dedicated management and staff at DIGITAL who share our conviction that Canada's future grows stronger through collaboration. We are grateful for your continued support and partnership.

JASON LOW, CPA, CA, CFA, CIA, PMP



IN MEMORY OF

# Greg Caws

1959 - 2024



**Every now and then, if we are really lucky, we have the privilege to work with, learn from, and be inspired by tremendous individuals. Individuals like Greg Caws.**

A champion of Canada's innovators, Greg's brilliance and passion for technology were matched only by his generosity, kindness, and commitment to uplifting others. He was an innovator's innovator with an uncanny ability to see around corners to opportunities that would change industry and society.

Greg was a guiding light for many – uniting teams and inspiring excellence across British Columbia's technology sector and beyond. It is no surprise that his vision and confidence in Canadian innovators found him creating the picture of what is now DIGITAL. We are the product of Greg's energy and determination – always punctuated with a quick wit and captivating grin. His tireless commitment to bringing together innovators, adopters, communities, and governments to create a better country – and world for all of us – will be with us forever.

We miss Greg every day. He was a pioneer, a friend, a relentless innovator, and a champion of Canada's potential. Greg continues to inspire us as we carry forward his vision and fulfill his legacy of a Canada that celebrates innovation, embraces collaboration, and delivers a strong, successful, and vibrant future.



# Annual Key Performance Indicators

Performance Indicator	Base (March 31, 2024)	Current (March 31, 2025)	Target (March 31, 2028)
Number of organizations joining our digital innovation ecosystem	1490	1562	1250
Number of collaborative projects across our programs	143	189	150
Dollar value of investment committed by industry	\$381M	\$462M	\$350M
Dollar value of total portfolio	\$637M	\$786M	\$700M
Number of products & services developed	145	191*	300
IP assets created	635	734	1000
Number of talent development project participants	11,000+	18,300	15,000+
Number of SMEs scaled	33	69	50
New follow-on funding raised by Canadian companies participating in collaborative projects	\$1.2B	\$1.4B	\$2B

ON TARGET

EXCEEDING TARGET

\*Includes products and services that have been developed and are in active development.

# Built in Canada. Ready for the World.

## Mining: Canada's History and Foundation for the Future

**The global energy transition and growing population demands minerals and metals. Canada has what the world needs. DIGITAL can deliver them.**

We are home to some of the world's richest supplies of natural resources, including significant deposits of critical minerals and metals. Finding, extracting and processing minerals, and remediating mine sites responsibly, sustainably and economically, is a major opportunity for Canada's mining and energy sectors, and for Canada.

Canada can lead the world in technologies for the transition and success of Canadian companies competing in the global mining sector. DIGITAL is driving the development of game-changing technologies showcasing Canadian companies and those on whom they rely, and ensuring extraction, processing, and remediation occur responsibly and sustainably, while also delivering economic success for the sector and for Canada.

**DIGITAL has been supporting innovation in Canada's mining sector since our very earliest days.**

Canada is poised to lead the world in the new era of mining and energy. DIGITAL is ahead of the curve – uniting Canadian organizations across the mining sector to develop and deploy game-changing solutions, like the ones you'll read about below.

### **Pioneering surgical mining to reach valuable mineral deposits**

Many mineral deposits are in 'narrow veins', making them particularly difficult to access and nearly impossible to extract responsibly and cost-effectively using traditional extraction methods. Enter **Novamera**.

The Ontario-based startup is applying AI and machine learning to reach raw materials found in narrow vein mineral deposits—thin, vein-shaped geographic formations with a high concentration of valuable minerals and metals. These deposits hold an estimated \$6 trillion in global value, yet have historically been unreachable due to the complex requirements and high costs of conventional mining methods.

Novamera is **pioneering Surgical Mining™** to reach these deposits. Novamera's AI-driven technology combines real-time imaging with precision drilling to target hard-to-access deposits—prescribing a course for surgical, low-impact extraction with up to 5,300% more data points than traditional mining methods, all while leveraging conventional drilling equipment.

With DIGITAL's support, Novamera and project partners—Great Atlantic Resources, Maritime Resources, and the Memorial University of Newfoundland—are demonstrating the application of this technology through facility testing at mine sites in Newfoundland. These tests are validating the benefits of Novamera's surgical mining approach for global markets, showing increased production potential alongside a projected 95% reduction in waste, 44% reduction in greenhouse gas emissions, and significant cost savings.

**DIGITAL's support has been instrumental. In addition to providing crucial co-investment, their involvement has helped us unlock new funding and steer our momentum into signing new partnerships to deploy our technology in other provinces and internationally.**

**DUSTIN ANGELO**  
CEO & Co-founder, Novamera

**NOVAMERA**  
SURGICAL MINING TECHNOLOGIES

## Increasing geological certainty for the world's largest mining companies

**Ideon Technologies** is an early success story from DIGITAL's collaborative innovation model. Ideon continues to solidify its world-leading status in increasing geological certainty for the world's largest mining companies.

In 2021, Ideon worked with DIGITAL and project partners—BHP, Dias Geophysical, Fireweed Metals, Microsoft, Simon Fraser University, and Mitacs—to develop its REVEAL™ Platform, a subsurface intelligence platform that allows mining companies to identify and map mineral deposits and other subsurface anomalies deep beneath the Earth's surface.

Ideon's early collaboration with DIGITAL led to partnerships with five of the world's largest mining companies, the receipt of the 2023 Governor General's Award for Innovation, and a remarkable 1200% growth.

Building on the foundational mining exploration technologies developed in its initial work with DIGITAL, Ideon is **now leading a follow-on initiative** to expand its focus across the entire mining value chain—from exploration and operations to tailings management, reclamation, and aftercare.

This new initiative includes partners such as Rio Tinto and is conducting major field trials at mining sites around the world. The first trial took place in fall 2024 with New Gold at its New Afton Mine in Kamloops, B.C.—Canada's only operating block cave mine. The trial demonstrated accurate monitoring and modeling of subsurface caves, an achievement previously unattainable for operations of this nature.



*Ideon's deployment at Rio Tinto's Bingham Canyon mine in Utah*

As a result, Ideon secured new contracts for larger-scale installations of its technology at sites in Australia and Indonesia. The continued collaboration between Ideon and its partners shows how DIGITAL's model translates breakthrough innovation into global industry transformation—setting a new standard for how made-in-Canada technologies can power a more innovative and sustainable mining future.

**DIGITAL's powerful innovative framework was instrumental in driving our creation of breakthrough technology for the global mining industry, at a time when the industry and the world needed it the most. The Earth-X consortium enabled us to massively scale our ambitions and potential impact, within Canada and globally. By combining our strengths, our consortium transcended traditional boundaries between academia and industry to achieve outcomes that extended far beyond the sum of the parts.**

**GARY AGNEW**  
CEO & Co-founder, Ideon

ideon.™



## A unique partnership for resource extraction and mine remediation

Led by Teck in 2022, the **Mining Microbiome Analytics Platform (M-MAP)** project brought together a diverse coalition of traditional competitors, government, non-profits, and academia—including Rio Tinto, Allonnia, BGC Engineering, the Centre for Excellence in Mining Innovation (CEMI), Koonkie Canada, Genome BC, and the University of British Columbia.

Together, this team developed a commercial platform to identify naturally occurring microbes that can monitor and facilitate reclamation, discover new ore deposits, and address common mining challenges—such as reducing the environmental impact of chemical use in mineral extraction. The platform was built using baseline data derived from DNA extracted from water, soil, tailings, and waste rock across more than 15,000 mining sample sites worldwide.

Today, that initial platform has evolved into **nPhyla**, the first commercial company to be spun out of a DIGITAL collaboration. nPhyla enables genomic data to be sequenced, analyzed, and directly linked to geospatial, climate, and chemical data through AI.

Since the initial M-MAP collaboration in February 2022, nPhyla has united a unique coalition of stakeholders from across the Canadian mining sector—including competitor mining companies—to develop a novel solution for cleaner



resource extraction and more responsible mine site management. It also represents the largest investment in planned natural resource genomic sequencing in the history of the Canadian mining sector.

Mining companies can now securely and rapidly access results to make informed decisions about their biomining processes. For example, nPhyla offers a holistic, science-backed approach to measuring biodiversity at mine sites using environmental DNA (eDNA), supporting the International Council on Mining & Metals' (ICMM) 2030 goal of no net biodiversity loss.

Companies can also leverage the data to more efficiently design and optimize microbial solutions, as well as monitor and adapt technologies already deployed

in the field. The platform facilitates data-sharing among mining companies, researchers, and other stakeholders to encourage collaboration and drive improved outcomes across the industry.

While rooted in mining, nPhyla's unique framework also has the potential to advance genomic innovation across other sectors, including energy, forestry, agriculture, and wastewater.

**By working with innovators such as nPhyla, Teck Resources, Novamera and Ideon, DIGITAL is breaking ground on the future of Canada's mining industry and setting the stage for Canada's global leadership in the evolution and future of the global mining sector. ■**

**DIGITAL's collaborative innovation model brought together major players in mining to drive technology development toward a shared goal. DIGITAL's early support was critical in launching nPhyla, a platform that's redefining how the mining sector leverages microbial and genomic data.**

**MIKE KENNEDY**  
CEO, nPhyla

**nphyla**

# Housing: A Generational Challenge Becomes Opportunity



Showcasing the work of our Housing Growth Innovation program to The Honourable Diana Gibson, Minister of Jobs, Economic Development & Innovation and The Honourable Ravi Kahlon, Minister of Housing & Municipal Affairs.

## British Columbia and Canada need more homes built faster. DIGITAL is ahead of that curve.

Canada's housing crisis is crippling families, communities, and our economy. This crisis is **not new**. British Columbia alone needs to add over 500,000 new housing units by 2030 to meet demand and restore affordability.

Developing housing at this scale is complex and multifaceted—that's where DIGITAL shines.

DIGITAL is tackling housing head-on. Accelerating the production of housing is only possible through innovation, speed, and collaboration: enter DIGITAL's **Housing Growth Innovation (HGI)** program.

With vision and commitment from the Province of British Columbia—through the Ministry of Housing and Municipal Affairs—DIGITAL launched a three-year program in 2023 to deliver more affordable homes, faster, for British Columbians.

Through HGI, DIGITAL is focused on applying digital technologies to increase housing production, equip and expand the workforce, stimulate local economies, and maintain affordability and sustainability.

To maximize impact, HGI is built around three core components:

- **HGI Lab** – Brings together stakeholders from various sectors to foster open collaboration and experimentation.
- **Innovation Design Workshops** – Facilitates collaboration and problem-solving to turn bold ideas into practical solutions.
- **Mission Innovation Projects** – Advances new methods for housing design, production, and construction.

Through the HGI, DIGITAL is accelerating 11 solutions using the **End-to-End Production cycle** to boost productivity in the housing sector. These projects span a wide range—from building materials to modular housing construction education, design, procurement, community planning, municipal permitting, building inspections, and more.



Our **award-winning podcast** on housing innovation is available wherever you listen to podcasts.



## De-risking modular housing with smarter supply chains

**BuildBlox** is a platform that connects modular housing designs to real land parcels while streamlining procurement and pre-construction workflows. While modular construction offers speed and scalability, manufacturers face two persistent barriers: demand uncertainty and supply chain delays. Even brief disruptions in material delivery can halt production and leave skilled labour idle, driving up costs.

Through DIGITAL's HGI, **Green Metrics** together with **Tandem Solutions** and **Liquid**, are collaborating to develop a platform that integrates demand signals, permitting insights, and supply chain automation to reduce delays, supply chain and related risks. The platform enables manufacturers to rapidly assess which designs are suitable for specific sites, streamlining customer onboarding and accelerating the path from design to delivery. It also coordinates inventory and vendor schedules to ensure production stays on track.

By digitally transforming modular workflows, BuildBlox is helping reduce project costs, increase throughput, and speed up the delivery of modular homes across British Columbia and beyond.

## Low-cost, high-performance construction alternatives

Mass timber home kit production is estimated to reduce housing construction time by 10–50%, with off-site construction potentially lowering costs by 10–20%. Leveraging low-cost, high-performance material alternatives for home kits through local supply chains offers a promising opportunity to accelerate housing construction in a stable and sustainable way.

With DIGITAL's support, the **Nak'azdli Development Corporation**, in collaboration with Deadwood Innovations, Prakash Architects, and Gehloff Consulting, is developing and using densified aspen mass timber panels for home building.



*Breaking ground in Fort St. James, B.C. with sustainable, prefabricated housing kits*

This use case capitalizes on underutilized aspen to create cost-effective, eco-friendly, and visually appealing material for new housing construction. By enhancing aspen's strength through densification, this approach introduces a low-cost, high-performance alternative to the mass timber market, which has traditionally relied on slower-growing species such as spruce, pine, and fir.

The project establishes a comprehensive supply chain that includes forest rights holders, lumber mills, and the organizations in the densification and manufacturing processes—all located within the central and northern interior of British Columbia. A cornerstone of the initiative is a partnership between the Nak'azdli Whut'en community,

private businesses, and public institutions that align with the values and priorities of the Indigenous Peoples on whose land the project takes place.

The project broke ground in spring 2025 on its show home in Fort St. James and is expected to complete construction late 2025.

**DIGITAL's acceleration of BuildBlox, mass timber housing kit alternatives, and other strategic investments in Canadian-made solutions to B.C.'s housing shortages are creating a blueprint with the potential to address housing crises in communities across Canada.■**

**DIGITAL's support for this project is doing more than helping speed up home construction – it's supporting capacity, ownership, and sustainable opportunity for the Nation and the broader region. By harnessing the potential of underutilized lumber resources through innovative mass timber technology, we're creating a local housing solution that reflects the region's values, people and local economy. This partnership is demonstrating what's possible when Indigenous leadership, industry and innovation come together.**

**JP WENGER**

CEO, Nak'azdli Development Corporation

# Health: Accelerating Better Health Outcomes for Canada and the World



**Healthcare across the globe is undergoing a digital transformation—with rapid advancements in artificial intelligence (AI), data, and connected technologies fundamentally reshaping how citizens stay healthy, and patients receive care.**

Since its earliest days DIGITAL has been at the forefront of this transformation with Canadian health technologies emerging from DIGITAL's investments, now deployed across five continents and supporting citizens and healthcare providers around the world. With DIGITAL's support, Canadian innovators across all elements of the health system are seizing the immense imperative and massive potential of digital technologies to materially improve access to health services, improve health outcomes

**Health Compass II is a monumental milestone and we are honoured and grateful to DIGITAL for their commitment to supporting healthcare innovation. At WELL, we are committed to leveraging technology to empower healthcare providers to ultimately improve patient outcomes. Projects like Health Compass II directly support this mission and are essential in fuelling healthcare's digital transformation.**

**HAMED SHAHBAZI**

CEO & Founder, WELL Health Technologies



**WELL Health**  
TECHNOLOGIES CORP

and drive a more sustainable health system for all Canadians and to take these technologies and support health systems globally.

Our healthcare portfolio continues to grow and now includes companies and organizations working in diagnostics, medical technologies, care delivery, clinical trials, and more.



## Creating digital twins for more effective clinical trials

**Altis Labs**, in partnership with Trillium Health Partners, the University of Calgary, AstraZeneca, Bayer, and SapienSecure, is improving the effectiveness of cancer clinical trials. In a field where Phase III clinical trial failures are common and costly, Altis Labs' accurate approach to predicting patient progression and survival offers a compelling new path forward.

With DIGITAL's support, Altis is fundamentally reshaping oncology—and potentially saving countless lives and billions of dollars—by training unique AI models on the world's largest cancer imaging dataset.

During the **Accelerating Cancer Trials with Digital Twins** project, Altis curated a dataset of more than 182 million real-world images, diagnostic records, treatments, and outcomes. This data was used to develop a computational imaging platform called Nota, which uses AI to generate “digital twins” of patients enrolled in clinical trials. These digital twins enable biopharma companies to better predict disease progression for patients undergoing treatment with novel therapies.

DIGITAL's support also helped Altis raise a \$6 million USD seed round, fueling the expansion of its multidisciplinary team of clinicians, data scientists, and software engineers. Partnerships with leading Canadian cancer centres allowed the company to validate and refine its AI models—an essential step in gaining the trust of major pharmaceutical companies.

During the collaboration, AstraZeneca and Bayer Pharmaceuticals incorporated Altis Labs' predictive models into their statistical analyses to better quantify treatment effects. For multinational companies, the ability to create computational control arms using digital twins helps prioritize promising drug candidates earlier, potentially shaving years off the traditional drug development timeline.

The DIGITAL project provided non-dilutive funding that allowed us to build a strong data foundation for our AI model development, which enabled AstraZeneca to deploy our models in their clinical trials. In pharma, data and evidence are everything. Clinical trials are designed to prove a drug's efficacy, so companies have a high threshold for implementing any new technology. The DIGITAL project helped us generate the evidence needed to build confidence with partners like AstraZeneca and Bayer.

**FELIX BALDAUF-LENSCHEN**  
CEO, Altis Labs

ALTIS LABS

## A first-ever smart assistant for home care

**AlayaCare**, in partnership with Acclaim Health, Bien Chez Soi, Polytechnique Montréal and supported by DIGITAL, is demonstrating how **next-generation technologies are improving patient outcomes**.

Labour shortages, slim profit margins, and aging populations with complex needs mean that home-care providers across Canada and the world are often stretched thin. To address these challenges, AlayaCare and its partners are developing the first-ever large language model-based smart AI assistant for home-based care: **Layla**.

Launched in early 2025, Layla uses AI and predictive algorithms to manage essential administrative home-care tasks while also providing data analysis to help clinical providers scale their operations and improve decision-making. Among its features, Layla uses patient clinical data to identify individuals at risk of hospitalization, enabling clinical supervisors to adjust schedules and care plans to reduce hospital admissions.

AlayaCare is continuing Layla's development into a full AI agent within its **AC Cloud** platform, which is used by over 700 home care service providers across North America and Australia. Together, the consortium is advancing a first-of-its-kind, technology-driven approach that enhances health outcomes and increases the sustainability of our healthcare system by supporting at-home care services.

**The Altis and AlayaCare-led projects underscore the transformative potential of digital technology to improve all aspects of healthcare delivery and help realize a healthier future for Canadians—and the world. ■**

# Celebrating 18,300+ Canadians Trained and Put on the Path to In-demand Careers

**Together with our partnerships with training providers, employers and academic institutions, DIGITAL is creating rapid, accessible and inclusive pathways to digital careers—for all Canadians, and across all of Canada.**

Many Canadians face barriers to entering the digital economy. These include limited access to tools, technology, and connectivity—especially in rural, remote, and underserved areas. Geographic isolation, lack of support, and systemic barriers further prevent underrepresented groups—including women, young Canadians, newcomers, and Indigenous peoples—from acquiring the skills, capacity, and leadership opportunities needed to thrive.

DIGITAL addresses these challenges through a comprehensive approach that includes training opportunities, job placements with employers, wraparound services, and other key supports.

Since 2018, DIGITAL has empowered Canadians to overcome these barriers. Through our Digital Learning Lab, we have trained and placed 18,300 Canadians across every province and territory into in-demand careers in the digital economy, in fields such as AI, cybersecurity, data analysis, and more.

Our partnership with **Ampere** (formerly Pinnguaq) demonstrates our impact in rural, remote, northern, and Indigenous communities. Through the **DigitalWorks program**, Ampere delivers accessible, low-cost, short-cycle digital literacy, skilling, microcredentials, and hybrid training to job seekers in northern communities, including Nunavut.

The **Canadian Tech Talent Accelerator** is also equipping unemployed and underemployed youth from underrepresented communities with digital skills. Led by **NPower Canada**, the program has put over 6,400 Canadians on the path to meaningful employment in the tech sector through 15-week online training in areas such as data analytics and visualization, IT service management,

cybersecurity, and AI—using best-in-class educational resources.

We are also investing in leadership. Through the **Digital Innovation and Leadership (DIAL) initiative** with **Simon Fraser University's Beedie School of Business**, the program has already supported over 200 organizations and graduated more than 700 professionals and leaders in sectors like forestry, health, biotech, government, and non-profit.

**Together with our partners—training providers, employers, and academic institutions—DIGITAL is creating rapid, accessible, and inclusive pathways to digital careers for all Canadians, in every region of the country. ■**



*Celebrating the Province of B.C.'s continued support for the Canadian Tech Talent Accelerator with The Honourable Brenda Bailey, Minister of Finance (prev. Minister of Jobs, Economic Development and Innovation)*

# 2024–25 Objectives & Achievements

## OBJECTIVE

1

### Advance the Technology Leadership Portfolio to Deliver Phase II Goals

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
The adoption and commercialization of new and innovative Canadian-owned health and natural resource offerings with potential of \$2.5B of revenue by 2030.	<ul style="list-style-type: none"> <li>In 2024-25 alone, we supported the development of 100+ additional commercial products through our active portfolio. These projects are on track to meet our incremental revenue by 2030.</li> <li>To date, DIGITAL investments have supported the development of 191 commercial products and services launched globally.</li> </ul>
The scaling of 30 high-potential, growth-oriented Canadian technology companies.	<ul style="list-style-type: none"> <li>In 2024-25, DIGITAL identified 30 high-potential, growth-oriented companies for investment in our active portfolio.</li> <li>To date, 69 Canadian technology companies have raised \$1.4 billion in follow-on funding from other sources following project investment from DIGITAL.</li> </ul>
Identify and establish services and support focused on catalyzing the 'network effect' of DIGITAL's ecosystem and potential commercial pathways, nationally and globally.	<ul style="list-style-type: none"> <li>In 2024-25, DIGITAL reviewed the development of two key services to support companies in DIGITAL's ecosystem:               <ol style="list-style-type: none"> <li>1. Canadian and global cross-cluster collaboration, and</li> <li>2. Innovation ecosystem analytics and insights.</li> </ol> </li> </ul>
Attract at least \$120M of matching investment from industry and other organizations.	<ul style="list-style-type: none"> <li>DIGITAL's Technology Leadership Portfolio attracted \$144M co-investment, leveraging \$65M in GIC Funds.</li> <li>To date, DIGITAL has invested \$324M in public investment through the GIC Funds, driving \$4.5B in GDP Growth, a 12x ROI.*</li> </ul> <p>* Based on a 5-year projection.</p>
Complete project contracting for Phase II GIC program funding for DIGITAL's Technology Leadership Portfolio.	<ul style="list-style-type: none"> <li>100% projects contracted.</li> </ul>



# 2024-25 Objectives & Achievements

## OBJECTIVE 2

### Advance the Capacity Building Portfolio to Deliver 2024-25 Goals and Impacts

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
<p>Advancing pan-Canadian digital workforce and talent development using rapid skilling systems. Building leadership capacity to drive innovation initiatives to transform the clean, digital economy.</p> <p>Enabling 1,500 workers to gain transferable skills in the clean, digital economy.</p>	<ul style="list-style-type: none"><li>• Total of 18,300 learning and development placements by end of 2024-25.</li><li>• Three leadership-focused programs trained 1,500 Canadian leaders across sectors such as forestry, health, and biotech—equipping them with foundational and functional skills to support a sustainable and clean economy.</li><li>• Investments in multiple workforce development platform solutions that are currently scaling across Canada and seeking opportunities to expand internationally. These ‘CareerTech’ platform solutions are tackling shared workforce challenges in countries with similar profiles to the Canadian workforce —contributing to growing Canada’s foundation as a global leader in workforce development.</li></ul>
<p>Supporting inclusive innovation in workforce development in rural, remote, northern and Indigenous communities.</p> <p>Providing access to inclusive career pathways to equity-seeking groups.</p>	<ul style="list-style-type: none"><li>• 500 Indigenous citizens trained.</li><li>• 50% of learners are from equity-seeking groups.</li></ul>
<p>Helping employers acquire digital talent.</p>	<ul style="list-style-type: none"><li>• 50 unique corporate partners in 2024-25.</li></ul>
<p>Creating innovative workforce development tools.</p>	<ul style="list-style-type: none"><li>• Six new assets created, including skills assessments, AI-focused competency frameworks, resource hubs for industry and an AI-driven platform connecting learners with professional development opportunities.</li></ul>

# 2024-25 Objectives & Achievements

## OBJECTIVE 3

### Develop Mission-Driven Programs in Strategic Areas

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
Develop Horizon AI program stream by focusing on commercial-scale production of AI-enabled digital products and services. Develop a global partnership pipeline in Horizon AI to attract follow-on program investments to grow the portfolio from \$60M to \$250M.	<ul style="list-style-type: none"><li>• Attracted \$50M in co-investment to leverage \$28M in PCAIS funding.</li><li>• Brought together 85+ unique partners, of which 15% are global partners supporting access to global knowledge, resources and markets.</li><li>• Supported the adoption of 40+ AI-enabled commercial products.</li><li>• On track to train 500 learners with a focus on underrepresented groups, supporting job placements in the AI industry and supporting organizations in adopting AI ethically and effectively.</li></ul>
Develop the Housing Growth Innovation Lab to support scalable, collaborative service and supply chain partnerships to advance product and process standardization and barriers to growth.	<ul style="list-style-type: none"><li>• Attracted \$5.8M co-investments to leverage \$4.7M in B.C. Government funding.</li><li>• Brought together 50+ unique partners.</li><li>• On track to creating 10+ commercial products to grow the construction sector and build more homes for British Columbians.</li><li>• Fostered a housing sector ecosystem through events, engagement and activities including an AI-powered workshop to tackle B.C.'s housing production capacity challenges, the launch of a microsite featuring research and insights, and the debut of a podcast.</li></ul>
Greening the economy and supply chain resilience missions.	<ul style="list-style-type: none"><li>• \$51M in co-investment across 9 projects focused on driving sustainable economies.</li><li>• \$82M in co-investment across 27 projects building supply chains across natural resources, housing and healthcare.</li><li>• Designed a Mining &amp; Energy Program with the \$22M in remaining ISED funding.</li></ul>

# 2024-25 Objectives & Achievements

OBJECTIVE

4

## Promote and Help Scale High Growth-Potential Canadian Digital Enterprises

☒ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
Review our ecosystem to identify digital enterprises on a path to \$100M in annual revenue by 2030.	<p>With \$324M in public investments driving a projected \$4.5B in GDP growth* by 2030, and +34K in jobs created, we reviewed our ecosystem and identified the top-performing SMEs and showcased these high-growth-potential companies in Member events, social media and newsletters, including identifying unique opportunities to showcase and engage with anchor companies and government officials.</p> <ul style="list-style-type: none"><li>• 100% of Technology Leadership projects include SMEs, which is critical to developing SMEs into high-growth enterprises.</li><li>• Ambition for global customers in 100% of Technology Leadership projects.</li><li>• Supported Canadian SMEs in pursuing the launch of over 200+ products and services in global markets by 2028.</li><li>• Supported our high potential Members with key ecosystem awards, including:<ul style="list-style-type: none"><li>• 2024 Digital Health Canada Award (Executive of the Year): Deepak Kaura, Synthesis Health</li><li>• 2024 Technology Impact Awards (Excellence in Company Culture): RaceRocks</li><li>• 2024 PICASSO Awards (Health Privacy Leadership): Marc Fiume, DNASTack</li><li>• 2024 YWCA Women of Distinction (Entrepreneurship &amp; Innovation): Jessica Regan, FoodMesh</li></ul></li></ul> <p>* Based on a 5-year projection.</p>

# 2024–25 Objectives & Achievements

## OBJECTIVE 5

### Advance Indigenous Reconciliation

✓ COMPLETED AS PLANNED

ACTIONS	2024–25 RESULTS
Outline and action an evergreen Reconciliation Strategy.	<ul style="list-style-type: none"> <li>With the support of an Indigenous consultant, DIGITAL has developed a report on our strategy with respect to Indigenous reconciliation to-date, and lessons learned for moving forward. Expected to be released in Spring 2025.</li> </ul>
Work with Indigenous organizations and businesses to deliver digital solutions and skills that support Indigenous communities and organizations.	<ul style="list-style-type: none"> <li>30% of projects led by Indigenous-led organizations or focused specifically on Indigenous participation.</li> <li>1,400+ Indigenous peoples trained through our projects to date.</li> <li>Launch of an Indigenous-designed microcredential in partnership with Ampere (formerly known as Pinnguaq) as a 6-week digital skills microcredential program across Nunavut. The program trained 19 trainers in communities such as Kugaaruk, Kimmirut, Kugluktuk, Arviat, Gjoa Haven, Chesterfield Inlet and Iqaluit. A total of 85 learners completed the course, with all participants reporting an increase in employability and improved workplace soft skills. Additionally, 85% of learners noted that the program enhanced their understanding of how technology can promote Inuit culture, language and traditions.</li> </ul>
Provide skills-based training in intercultural competency, conflict resolution, human rights and anti-racism to equip employees with the knowledge and tools to respectfully engage with Indigenous communities and peoples.	<ul style="list-style-type: none"> <li>Professional development for staff has been scheduled to include all elements of this goal from 2024–2026.</li> <li>An Indigenous consultant is working with DIGITAL management to develop appropriate education.</li> </ul>

# 2024–25 Objectives & Achievements

## OBJECTIVE 6

### Diversify our Investor Base

⌄ IN PROGRESS

ACTIONS	2024-25 RESULTS
Advance our program model and focus on missions to attract at least two new investors in programs.	<ul style="list-style-type: none"> <li>DIGITAL management has determined it will not pursue mission-based programming to diversify funding sustainability. DIGITAL will continue its commitment to ISED's focus on greening the economy and supply chain.</li> <li>CDO position recruited to deliver funding diversification.</li> </ul>
<b>Public Funding:</b> <ul style="list-style-type: none"> <li>Continued engagement with B.C. Government through DIGITAL's Envision B.C. Strategy.</li> <li>Engage other Federal Agencies outside of ISED that align with DIGITAL's program objectives.</li> <li>Engage other Provincial Governments.</li> </ul>	<ul style="list-style-type: none"> <li>DIGITAL established the Housing Growth Innovation program through specific engagement with the B.C. Ministry of Housing to deliver innovation in housing design, construction and delivery.</li> <li>With a new provincial government installed in fall 2024, DIGITAL is continuing its engagement across multiple ministries as DIGITAL continues to demonstrate its value propositions for the Government of BC.</li> <li>DIGITAL continues to engage with federal organizations and ministries, including the Ministry of Health, Genome Canada (and provincial Genome centers) and all 3 federally constituted AI institutes – each of whom is active with DIGITAL.</li> </ul>
<b>Private Funding:</b> <ul style="list-style-type: none"> <li>Continue to engage with key multinational and global corporations to identify longer-term opportunities aligning to current markets, Canadian strengths and organizational goals.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing conversations with global companies, and prospective funders will continue through 2025 building on the strong, positive relationships between DIGITAL and global enterprises in our key sectors of focus.</li> </ul>
<b>Not-for-Profits/NGOs:</b> <ul style="list-style-type: none"> <li>Explore opportunities with charitable foundations and global NGOs, especially in talent and health.</li> <li>Leverage engagement with Fortune 500 corporate philanthropy programs.</li> </ul>	<ul style="list-style-type: none"> <li>DIGITAL is in conversation with at least one philanthropic entity about potential for partnership.</li> </ul>



# 2024-25 Objectives & Achievements

OBJECTIVE

7

## Advance our Global Strategy

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
Launch Global Strategy	Completed Q2 2024
Utilize strong relationships in the Cascadia Innovation Corridor while exploring opportunities in Asia.	<p>DIGITAL’s global strategy identifies three clear geographies for focus:</p> <ul style="list-style-type: none"><li>• Asia-Pacific: Engaging with trade representatives and stakeholders from the region included active participation and speaking at the Canada-in-Asia Conference (2023 – 2025); Asia Pacific Foundation, including presenting at the forum on the new CPTPP; and the Asia Business Leaders Advisory Council, which provides multiple opportunities and introductions for Canadian companies.</li><li>• Cascadia Region: Contributing as a panelist at the Pacific Northwest Economic Region (PNWER) Summit in July and the Cascadia Innovation Corridor Conference in Portland in November.</li><li>• Europe: Speaking and exhibiting at Hannover Messe 2024 and attending the GIC Eastern European Cluster Matchmaking event in September 2024.</li><li>• Canada-Korea Relations: Participating in the Canada-Korea Joint Committee Meeting in June 2024.</li></ul>
Help Members attract investment, from global partnerships and grow revenue in promising regions.	<ul style="list-style-type: none"><li>• All of DIGITAL’s programs have global ambitions. 100% of DIGITAL’s current Technology Leadership projects have global plans.</li><li>• According to a November 2024 survey of Members and past project partners:<ul style="list-style-type: none"><li>• 84.2% of respondents expressed global ambitions.</li><li>• 68.2% reported having established global customers.</li></ul></li></ul>
Develop partnerships with clusters or similar programs that can benefit DIGITAL and its Members.	<ul style="list-style-type: none"><li>• Professional development for staff has been scheduled to include all elements of this goal from 2024-2026.</li><li>• An Indigenous consultant is working with DIGITAL management to develop appropriate education.</li></ul>

# 2024-25 Objectives & Achievements

OBJECTIVE

8

## Enhance Organizational Agility & Leadership Development

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
Dedicate time and resources to grow the capacity and resilience of the DIGITAL team while focusing on collective and individual development.	<ul style="list-style-type: none"><li>Quarterly All Hands Meetings developed to offer organizational professional development and growth opportunities.</li><li>Monthly organizational meetings focused on professional development and corporate learnings.</li><li>Professional Development Guidelines and budget developed and implemented.</li><li>Managers’ personal development plans aligned with the organization’s goals.</li><li>Revised performance evaluation framework to foster transparency and accountability.</li></ul>
Evolve organizational design.	<ul style="list-style-type: none"><li>Organizational restructure launched to maximize efficiency and effectiveness in evolving domestic and global environment.</li><li>Leadership Team succession plans in place.</li><li>Leadership Team learning and growth opportunities launched Spring 2025.</li></ul>

# 2024-25 Objectives & Achievements

## OBJECTIVE 9

### Build Brand Value & Understanding of DIGITAL's Impact

✓ COMPLETED AS PLANNED

ACTIONS	2024-25 RESULTS
Bring together industry, SMEs, innovators, government and academia to advance ideas and develop commercial solutions to address collective challenges.	<p>DIGITAL facilitates Member connections with key leaders, organizing technology tours with many prominent figures including:</p> <ul style="list-style-type: none"><li>• The Honourable Minister Mélanie Joly</li><li>• The Honourable Minister Ravi Kahlon</li><li>• The Honourable Minister François-Philippe Champagne</li><li>• The Honourable Lieutenant Governor of British Columbia, Janet Austin</li><li>• Deputy Secretary to the Cabinet Mark Schaan (Privy Council Office)</li></ul>
Engage in events external to DIGITAL and increase engagement in public forums.	<p>DIGITAL frequently partners with organizations to share insights about DIGITAL's impact on the Canadian innovation ecosystem and encourage collaboration. In 2024-25 DIGITAL spoke at key events, including but not limited to:</p> <ul style="list-style-type: none"><li>• Public Policy Forum's Annual Growth Summit</li><li>• Business Council of B.C.'s Business Summit</li><li>• Annual Health Care Summit</li><li>• Conversations Live on Canadian Health Care</li><li>• Canadian Science Policy Conference</li><li>• B.C. Natural Resources Forum</li></ul> <p>DIGITAL has spoken at, participated in or sponsored 60+ external events in Canada's innovation ecosystem with a focus on amplifying Member visibility, the impacts and outcomes delivered by DIGITAL and the GIC program.</p>
Act as a convener in our local and national ecosystem.	<p><b>Webinars:</b> In 2024-25, DIGITAL hosted four webinars focused on critical topics such as cybersecurity and IP development and protection. These sessions were designed to enhance Members' knowledge in areas essential for scaling Canadian companies through innovation. The webinars earned over 1,000 attendees.</p> <p><b>In-person Events:</b> DIGITAL's Annual General Meeting (AGM) serves as both a showcase of Member growth and accomplishments through DIGITAL collaborations, and a forum for fostering new opportunities. The AGM facilitated networking and 'collision' opportunities among DIGITAL's diverse membership, creating pathways for additional partnerships and customer relationships.</p> <p><b>Roundtables:</b> To-date, DIGITAL hosted roundtables with notable government leaders, including:</p> <ul style="list-style-type: none"><li>• The Honourable Minister Brenda Bailey</li><li>• ADM Charles Vincent on the federal government's AI consultation</li><li>• Deputy Secretary Mark Schaan from the Privy Council Office (PCO), leading the federal AI secretariat</li></ul> <p>These roundtables provided critical opportunities for decision-makers to engage with DIGITAL's ecosystem who are driving economic growth through technology adoption and commercialization. DIGITAL also supported the federal government's AI Compute Consultation by gathering Member insights via a survey on AI compute capacity demands and barriers to AI adoption.</p>

# 2025–26 Goals



## GOAL

### Complete Current Funding Commitments

#### OBJECTIVE

Ensure existing initiatives are fully supported and obligations under our Contribution Agreements are met and exceeded.

#### METRICS

- Deploy \$60.5M in funding across Technology Leadership (\$46.5M), skilling (\$10M) and housing (\$4M) to grow Canadian companies, enable high-paying, skilled jobs and foster economic growth across the country.
- Work with Members and the broader ecosystem to share knowledge in evolving emerging technology trends like AI regulation and cybersecurity matters.
- Engage a minimum of four cluster organizations in the Asia Pacific and Cascadia Innovation Corridor regions; as well as target opportunities in Europe with the objective of deepening DIGITAL's relationships and facilitating new market opportunities for DIGITAL Members.

## GOAL

### Evolve & Advance the Digital Team

#### OBJECTIVE

Advance organizational capabilities and development of talent to support future success.

#### METRICS

- Identify growth opportunities for each key successor within the organization.
- Measure employee satisfaction through quarterly Employer Net Promoter Score (NPS) surveys and obtain a 100% participation rate.
- Complete Indigenous cultural competency education in addition to training and professional development for DIGITAL's staff that is aligned with DIGITAL's goals and strategies.

## GOAL

### Secure New Funding for Continuation

#### OBJECTIVE

Secure new funding to diversify our investor base and fuel the next phase of DIGITAL's impact.

#### METRICS

- Resource DIGITAL's Funding Sustainability Strategy by successfully hiring and onboarding a qualified Chief Development Officer (CDO). The Funding Sustainability Strategy will evolve our membership model, develop new streams of revenue and diversify our investor base. The CDO will also further develop existing potential revenue streams relevant to our current services to Members.
- Receive approval of Funding Sustainability Strategy from the Board of Directors, as developed by the CDO.
- Engage with a minimum of five potential non-government investors, as identified in the Funding Sustainability Strategy.
- Meet with representatives of a new potential public sector investor (e.g. other provinces, Crown Corporations, research enterprises and/or NGOs).
- Collaborate with existing partners in the national innovation ecosystem to strengthen innovation and support Members.



# Disclosure Letter & Financials



View the 2024-25 Disclosure Letter



View the 2024-25 Financial Statements  
& Independent Auditor's Report



# Board & Leadership

## BOARD

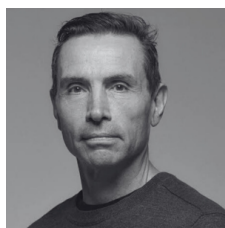
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**JASON LOW**  
INTERIM  
BOARD CHAIR  
EVP & CFO,  
McElhanney Ltd.



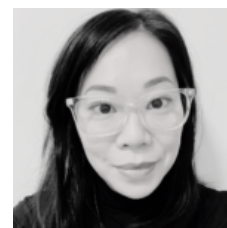
**CAROLINE MORISSETTE**  
VP Digital & Data,  
McCain Foods



**DAVID LABISTOUR**  
Board Director



**ERIN PISKO**  
VP IP Strategy,  
Innovation Asset  
Collective



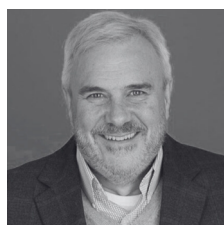
**FANNY SIE**  
Head of AI and Emerging  
Technology External  
Collaboration, Roche  
Integrated Informatics



**JOEL ABRAMSON**  
Managing Partner,  
Top Down Ventures



**KIM HAAKSTAD**  
President & CEO, BC  
Council of Forest  
Industries



**STEVEN SLATER**  
Founder,  
Steven Slater  
Consulting



**VICTORIA LEE**  
Board Director

## LEADERSHIP

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**SUE PAISH**  
O.B.C., K.C., Chief  
Executive Officer



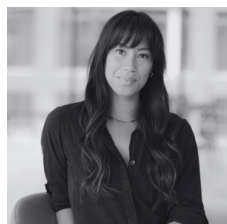
**ELYSA DARLING**  
Chief Operations  
Officer



**GINA ARSENS**  
Chief Financial Officer  
(Interim)



**NADIA SHAIKH-NAEEM**  
VP, Programs



**SERENA NGUYEN**  
Chief Development  
Officer

## LEGAL

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mccarthy  
tetrault

## AUDITOR

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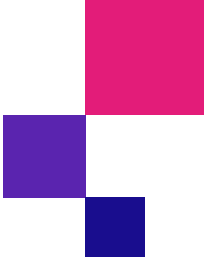




## OUR TEAM

**Thank you to our amazing team.**

Your collective dedication, energy, and commitment is the foundation of our success, today – and for years to come.



# Members

Thank you to our Members and the 1,500+ organizations we work with that continue to unlock the potential of Canadian innovation to lead and succeed in the digital world.







# Thank you.

DIGITAL thanks our investing partners, including the Government of Canada through the Global Innovation Clusters program; the Province of British Columbia through the Ministry of Housing and Municipal Affairs; and our incredible Members. We also thank those who assisted in developing our 2024-2025 Annual Report, including the DIGITAL team, Board of Directors, our Members and **Magnetic Communications**.



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