



Corporate Plan

2025-26

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Organizational Vision, Mission & Values

About DIGITAL

DIGITAL accelerates the growth of Canadian companies and Canada by advancing the development and deployment of digital technologies that drive:

- » **A digitally skilled workforce:** Developing talent to meet the growing demands of Canadian businesses in the digital age while also providing meaningful employment and training opportunities for Canadians in the digital economy.
- » **Sustainable resource sectors:** Digital solutions that transform Canada's mining, forestry and agriculture sectors to accelerate the global competitiveness and sustainability of Canadian resource leaders and technology startups while supporting long-term, high-paying jobs in rural and urban communities.
- » **Improved health services and outcomes:** Digitally enabled health services that enhance access, particularly in remote communities; improve outcomes, especially for our most vulnerable citizens; and make Canada's health systems more sustainable.

We unite SMEs, industry, researchers, communities and governments to tackle society's and industry's toughest challenges faster and with more meaningful results than any one organization could deliver alone. By combining cross-sector collaboration, Canadian intellectual property (IP) creation and results-driven co-investment, DIGITAL delivers:

- » Opportunities for global and domestic deployment of Canadian-made digital solutions.
- » Widespread impact of Canadian IP that stays in Canada for the benefit of Canadian organizations and the Canadian economy.
- » Canadian research commercialized for the benefit of communities, industry and citizens.

This approach unlocks the power of Canadian industry to lead in the digital world.

DIGITAL's Corporate Plan ('the Plan') has been developed under the guidance of DIGITAL's Board of Directors. The Plan supports the delivery of the objectives and expected results set out by DIGITAL and the Global Innovation Clusters (GIC) program.



We are DIGITAL

Mission Statement

DIGITAL connects teams of innovators to develop and commercialize digital solutions that improve human health, advance sustainable resource industries and build skilled talent to grow Canada's economy.

Vision Statement

Canadian innovators are at the forefront, transforming the future of human and environmental health with digital solutions.

Core Values



DIVERSITY: We embrace diversity and inclusion in everything we do.



INTEGRITY: We respect the value of diverse views and opinions. We keep our promises and if there are conflicts, we declare them, maintaining transparency and individual and organizational integrity.



GREATER GOOD: We embrace the greater good and seek system-wide benefits.



IMPACT: We are outcomes and results-focused, knowing that we will deliver meaningful, strong and positive impact through collaboration.



TRANSPARENCY: Our communications and actions are transparent, open, candid and respectful.



ACTIVE COLLABORATION: We proactively collaborate, respecting and leveraging the value of different experiences and perspectives to drive agreement.



LEADERSHIP: We are dynamic and innovative, pushing technology for maximum business and societal impact.

Objectives & Outcomes

Strategic Priorities



"Thanks to the support of DIGITAL, we have been able to expand our product portfolio, accelerate medical research, double our team size, raise capital, grow our customer base and build relationships with top cancer centres across Canada."

Felix Baldauf-Lenschen
CEO, Altis Labs



Products & Services
in Market



Learning &
Development
Placements



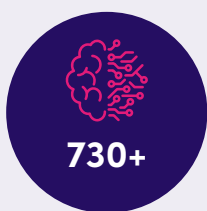
Invested in
Canadian
Innovation



Invested in SME
Innovation



High Skilled
Jobs Supported



IP Generated
To-Date



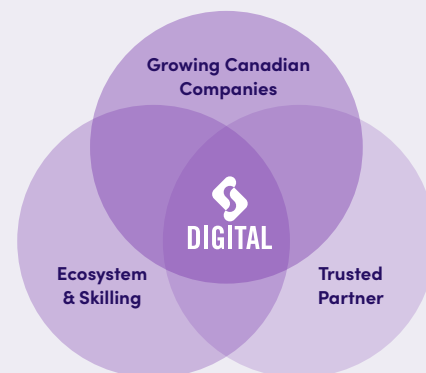
New Funds Raised
by Project Partners
(\$1B by SMEs)



Teams Exploring
International
Opportunities

DIGITAL DELIVERS

Growth for Canada, Global
Advantage, Collaboration,
SME Scale-up



As of September 2024

DIGITAL's Five-Year Strategic Plan outlines key objectives for fostering innovation and catalyzing private-sector innovation. We:

- » **Accelerate economic growth** by advancing opportunities for Canadian companies and SMEs to address critical issues through the development and deployment of commercially viable technologies.
- » **Work in sectors that matter globally**, including transformed healthcare delivery, sustainable natural resources industries and skilled talent.
- » **Enhance opportunities and growth for Canadian organizations** to lead the world.

DIGITAL's vision is to deliver economic growth and prosperity for generations to come by becoming a **'world-respected, globally connected innovation enterprise'** that positions Canada as a leader in cutting-edge, demand-driven digital solutions.

Strategic Priorities (con't)

A robust artificial intelligence (AI) and tech sector can expand Canada's export potential by offering world-leading solutions in sectors such as mining, agriculture, energy, life sciences and healthcare.

This goal is further supported through DIGITAL's global strategy, which is focused on cultivating credible international relationships that enhance Canada's reputation as a trusted partner in key markets, such as the Cascadia Corridor and Asia-Pacific.

Another critical pillar of DIGITAL's strategy focuses on strengthening Canada's global technology leadership by nurturing partnerships between private, public and academic sectors to drive the commercialization of digital innovations that both scale SMEs and grow domestic capacity in key technological areas. Through collaborative innovation consortiums, the goal is to create a robust ecosystem that both accelerates innovation and contributes to the growth of globally competitive, digitally intelligent Canadian enterprises.

The strategic goals are distilled into three key objectives:

a) Canadian Innovation

Grow a portfolio of globally competitive Canadian digital enterprises through private-public sector collaborations that drive commercialization and showcase Canada as a leader in digital innovation.

b) Canadian Capacity

Accelerate the growth of a diverse and inclusive digital workforce while fostering capacity in Canada's ecosystem through world-class skilling systems, ensuring that the future of Canadian innovation is inclusive and equitable.

c) Global Reach

Build a world-respected, globally connected innovation enterprise by establishing credible international relationships that open doors to new market opportunities and elevate opportunities for Canadian industry and for Canada.



DIGITAL'S Vision

Canadian Innovators are at the forefront, transforming the future of human and environmental health with digital solutions.

DIGITAL'S Mission

DIGITAL connects teams of innovators to develop and commercialize digital solutions that improve human health, advance sustainable resource industries, and build skilled talent to grow Canada's economy.



STRATEGIC GOAL 1: CANADIAN INNOVATION

Grow a portfolio of globally competitive Canadian digital enterprises through collaborative innovation consortiums that drive commercialization and showcase Canada as a leader in digital innovation.



STRATEGIC GOAL 2: CANADIAN CAPACITY

Accelerate the growth of a diverse and inclusive digital workforce while fostering capacity in Canada's ecosystem through world-class skilling systems, ensuring that the future of Canadian innovation is inclusive and equitable, grounded in principles of diversity, inclusion, and reconciliation.



STRATEGIC GOAL 3: GLOBAL REACH

Build a world-respected, globally connected innovation enterprise by establishing credible international relationships that open doors to new market opportunities and elevate Canada's digital sector globally.

2025-26

**Complete current
funding commitments**

**Evolve and advance
the DIGITAL Team**

**Secure new funding
for continuation**

Goals for 2025-26

Target 10-Year Results

Building off the foundational achievements of the first five years, below is the progress to date towards our 10-year targets:

Performance Indicator	Starting Point (March 31, 2023)	5-Year Target (March 31, 2028)	Progress to Date (1.5 years to September 30, 2024)	Status
Number of organizations joining the digital innovation ecosystem	1,100+	1,250	1,693	Exceeding target
Number of collaborative projects in Technology Leadership and Capacity Building programs	100+	150	166	Exceeding target
Dollar value of investment committed by industry	\$165M+	\$350M	\$458M+	Exceeding target
Dollar value of total project portfolio	\$350M+	\$700M	\$767M+	Exceeding target
Number of new products / services developed	157 new products / services	300 new products / services	188	On track to meet target
IP assets created	493	1,000	730	On track to meet target
Digital workforce reskilling and upskilling placements	7,000+	15,000+	15,000+	Met target, on track to exceed
Scale-up SMEs	25 scale-ups grown	50 scale-ups grown	34 scale-ups grown	On track to meet target
New follow-on funding raised by Canadian companies participating in collaborative projects	\$828M	\$2B	\$1.4B	On track to meet target

DIGITAL evaluates performance on its corporate goals in the Plan through a structured process that includes monthly goal measurement at the management level and quarterly reviews with DIGITAL's Board of Directors. Performance metrics agreed to with the Ministry of Innovation, Science & Economic Development (ISED) in the Innovation Cluster Ecosystem Impact Framework (ICEIF) and adjusts strategies as needed to meet set objectives. These monthly and quarterly assessments ensure that goals are achieved, and that actions and plans are aligned with DIGITAL's strategic vision. Every quarter, the Board conducts a comprehensive review to evaluate overall performance, address challenges and make necessary adjustments to stay on course. This approach fosters continuous alignment, accountability and agility in achieving our corporate goals.

In summary, the strategic goals are distilled into three key objectives for the 2025–26 fiscal year.

Goal 1: Complete Current Funding Commitments

Objective	Metrics
Ensure existing initiatives are fully supported and obligations under our Contribution Agreements are met and exceeded.	» 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 through: » Growing and scaling of 30 high-potential Canadian tech companies through revenue growth (including taxable revenue), attracting investment capital, global market expansion and job creation. » Skilling and talent development for at least 3,000 Canadians. » Delivery of tech solutions that strengthen high-value, globally competitive sectors including life sciences and natural resources. » Drive 20 projects to completion resulting in 10+ executed license agreements that are aiming for at least \$1B in revenue potential by 2030. » Deliver outcomes with remaining ISED funding: Complete the call for proposals and contracting for the remaining \$22M in ISED funding. Investment will be focused on driving and accelerating innovation across the mining sector and sustainable energy. » Attract \$63M in industry and partner investments. » Support the development of commercial products that will generate \$500M in incremental revenue by 2030. » 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. » Participate in and engage with target stakeholders at key international events, including the Canada-in-Asia Conference, Hannover Messe and the annual Cascadia Innovation Corridor Conference. » Encourage Member attendance and support post-event follow-up.

Goal 2: Evolve & Advance the DIGITAL Team

Objective	Metrics
Advance organizational capabilities and development of talent to support future success.	» 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 3: Secure New Funding for Continuation

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



Outcomes of 2025–26 Corporate Plan Goals

By the end of March 2025, DIGITAL's investment portfolio totals \$137M in active projects, which has spurred an additional \$252M in industry and partner investments in 68 technology and skilling projects. Below is a snapshot of our current portfolio.

Funding Stream	Number of Approved Projects	Number of Contracted Projects	Industry Partners	SME Partners	DIGITAL Funding*	Partner Investment Attracted (% of Total Investment)	Total Estimated Investment
Global Innovation Clusters Phase II	30	30	85	55	\$94M	\$181M (66%)	\$275M
Pan-Canadian AI Strategy	27	27	55	45	\$31M	\$50M (81%)	\$81M
Canada's National Quantum Strategy	4	4	10	8	\$7M	\$50M (81%)	\$22M
Housing, B.C. Government	12	12	36	35	\$5M	\$6M (55%)	\$11M
Total	73	58	186	143	\$137M	\$252 (65%)	\$389M

*DIGITAL funding consists of funds from government funders and Membership fees.

Objective 1: Advance the Technology Leadership Program to deliver on Phase II goals

✓ *Completed as Planned*

Actions	2024–25 Results
The commercialization and adoption of new and innovative Canadian-owned health and natural resource offerings with potential of \$2.5B of revenue by 2030.	» In 2024–25, we supported the development of 100+ additional commercial products through our active portfolio. These projects are on track to generate \$2.5B in incremental revenue by 2030. » To-date, DIGITAL investments have spurred the creation of 188 commercial products.
The scaling of 30 high-potential, growth-oriented Canadian technology companies.	» In 2024–25, DIGITAL identified 30 high-potential, growth-oriented companies for investment in our active portfolio. » To-date, 34 Canadian technology companies have raised funds from other sources following project investment from DIGITAL.
Identify and establish programmatic services and support focused on catalyzing the network effect of DIGITAL's ecosystem and potential commercial pathways, nationally and globally.	» In 2024–25, DIGITAL reviewed the development of two key services to support companies in DIGITAL's ecosystem: 1) Canadian and global cross-cluster collaboration, and 2) Innovation Ecosystem Analytics & Insights.
Attract at least \$120M of matching investment from industry and other organizations.	» DIGITAL's Technology Leadership Program attracted \$144M co-investment, leveraging \$65M in GIC Funds.
Complete project contracting for Phase II GIC program funding for DIGITAL's Technology Leadership Program.	» 100% projects contracted.



Objective 2: Advance the Capacity Building Portfolio to deliver 2024–25 goals and impacts

✓ *Completed as Planned*

Actions	2024–25 Results
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. Enabling 1,500 workers to gain transferable skills in the clean, digital economy.	» Total of 15,000 learning and development placements by end of 2024–25. » Three leadership-focused programs funded 1,500 Canadian leaders trained in sectors such as forestry, health and biotech. » 1,500 Canadians received foundational and functional skills in supporting the sustainable and clean economy.
Supporting inclusive innovation in workforce development in rural, remote, northern and Indigenous communities. Providing access to inclusive career pathways to equity-seeking groups.	» 500 Indigenous citizens trained. » 50% of learners are from equity-seeking groups.
Helping employers acquire digital talent.	» 50 unique corporate partners in 2024–25.
Creating innovative workforce development tools.	» 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.



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.	» Attracted \$50M in co-investment to leverage \$28M received in PCAIS funding. » Brought together 85+ unique partners, of which 15% are global partners supporting access to global knowledge, resources and markets. » Supported the adoption of 40+ AI-enabled commercial products. » 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.
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.	» Attracted \$5.8M co-investments to leverage \$4.7M in B.C. Government funding. » Brought together 50+ unique partners. » On track to creating 10+ commercial products to grow the construction sector and build more homes for British Columbians. » 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.
Greening the economy and supply chain resilience missions.	» \$51M in co-investment across 9 projects focused on driving sustainable economies. » \$82M in co-investment across 27 projects building supply chains across natural e-sectors, housing and healthcare. » Designed a Mining & Energy Program with the \$22M in remaining ISSED funding.

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.	We've reviewed our ecosystem and identified the top-performing SMEs and showcased these high-growth-potential companies in Member events, social media and newsletters. Included high-growth companies in unique opportunities to engage with anchor companies and government officials. » 100% of Technology Leadership projects include SMEs, which is critical to developing SMEs into high-growth enterprises. » Ambition for global customers in 100% of Technology Leadership projects. » Supported Canadian SMEs in pursuing the launch of over 200+ products and services in global markets by 2028. » Supported our high potential Members with key ecosystem awards, including: » 2024 Digital Health Canada Award (Executive of the Year): Deepak Kaura, Synthesis Health » 2024 Technology Impact Awards (Excellence in Company Culture): RaceRocks » 2024 PICASSO Awards (Health Privacy Leadership): Marc Fiume, DNASTack » 2024 YWCA Women of Distinction (Entrepreneurship & Innovation): Jessica Regan, FoodMesh



Objective 5: Advance Indigenous reconciliation

✓ *Completed as Planned*

Actions	2024–25 Results
Outline and action an evergreen Reconciliation Strategy.	» 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.
Work with Indigenous organizations and businesses to deliver digital solutions and skills that support Indigenous communities and organizations.	» 30% of projects led by Indigenous-led organizations or focused specifically on Indigenous participation. » 1,400+ Indigenous peoples trained through our projects to-date. » 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.
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.	» Professional development for staff has been scheduled to include all elements of this goal from 2024–2026. » An Indigenous consultant is working with DIGITAL management to develop appropriate education.



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.	» 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 missions. » New CDO position created and recruited for to lead funding diversification.
Public Funding: » Continued engagement with B.C. Government through DIGITAL's Envision B.C. Strategy. » Engage other Federal Agencies outside of ISED that align with DIGITAL's program objectives. » Engage other Provincial Governments.	» 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. With a new provincial government installed in fall 2024, DIGITAL is continuing its engagement across multiple ministries relative to proposals submitted in 2024. The CDO will lead these initiatives in coordination with others across the team. » Federally, 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. » New provincial markets have been identified for the CDO to pursue.
Private Funding: » Continue to engage with key multinational and global corporations to identify longer-term opportunities aligning to current markets, Canadian strengths and organizational goals.	» Ongoing conversations with global mining companies, financial organizations and other prospective funders will continue through 2025 as we continue to grow our reach, mandate and impact with global enterprises.
Not-for-Profits/NGOs: » Explore opportunities with charitable foundations and global NGOs, especially in talent and health. » Leverage engagement with Fortune 500 corporate philanthropy programs.	» DIGITAL is in conversation with at least one philanthropic entity about potential for partnership.

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.	DIGITAL's global engagement activities include: » 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. » 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. » Europe: Speaking and exhibiting at Hannover Messe 2024 and attending the GIC Eastern European Cluster Matchmaking event in September 2024. » Canada–Korea Relations: Participating in the Canada–Korea Joint Committee Meeting in June 2024.
Help Members attract investment, form global partnerships and grow revenue in promising regions.	» All of DIGITAL's programming have global ambitions, resulting in 100% of our current Technology Leadership projects having global plans. » According to a November 2024 survey of Members and past project partners: » 84.2% of respondents expressed global ambitions. » 68.2% reported having established global customers.
Develop partnerships with clusters or similar programs that can benefit DIGITAL and its Members.	» Professional development for staff has been scheduled to include all elements of this goal from 2024–2026. » An Indigenous consultant is working with DIGITAL management to develop appropriate education.

Objective 8: Enhance organizational agility and 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.	» Quarterly All Hands Meetings developed to offer organizational professional development and growth opportunities. » Monthly organizational meetings focused on professional development and corporate learnings. » Professional Development Guidelines and budget developed and implemented. » Managers' personal development plans aligned with the organization's goals. » Revised performance evaluation framework to foster transparency and accountability.
Evolve organizational design.	» Proposed restructure for organization to be launched in Spring 2025 to maximize efficiency and effectiveness. » Leadership Team succession plans in place. » Leadership Team learning and growth opportunities planned for Spring 2025.



Objective 9: Build value and understanding of DIGITAL's brand and impact among key community partners including Members, innovators, industry and governments

✓ *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.	DIGITAL facilitates Member connections with key leaders, organizing technology tours with many prominent figures including: » The Honourable Minister François-Philippe Champagne » The Honourable Lieutenant Governor of British Columbia, Janet Austin » Deputy Secretary Mark Schaan (Privy Council Office)
Engage in events external to DIGITAL and increase engagement in public forums.	Collaborative Partnerships and Speaking Engagements: 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: » Public Policy Forum's Annual Growth Summit » Business Council of B.C.'s Business Summit » Annual Health Care Summit » Conversations Live on Canadian Health Care » Canadian Science Policy Conference » B.C. Natural Resources Forum 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.
Act as a convener in our local and national ecosystem.	» Webinars: 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. » In-person Events: 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. » Roundtables: To-date, DIGITAL has hosted three roundtables with notable government leaders, including: » The Honourable Minister Brenda Bailey » ADM Charles Vincent on the federal government's AI consultation. » Deputy Secretary Mark Schaan from the Privy Council Office (PCO), leading the federal AI secretariat. These roundtables provided critical opportunities for decision-makers to engage with DIGITAL's ecosystem who are driving economic growth through technology commercialization and adoption. 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.

Financial Reporting

Table 1: Planned Expenditure (\$) FY 2025-26

Expenditures	GIC - Phase II	CGS	PCAIS	NQS	*Other	Total
Program Delivery	41,115,989	312,233	14,159,917	1,992,876	4,179,627	61,760,642
OpEx	2,812,500	39,579	1,318,511	157,500	4,561,631	8,889,721
Total	43,928,489	351,812	15,478,428	2,150,376	8,741,258	70,650,363

*Other expenditures funded by BC Gov. & Microsoft

Table 2: Anticipated Revenue from other Sources (\$) FY 2025-26

	GIC - Phase II	CGS	PCAIS	NQS	Other	Total
Industry Contribution Towards Eligible Project Costs	81,432,584	422,174	17,881,620	5,017,794	—	104,754,172
Project Management Fees	5,477,782	36,720	1,407,240	385,984	—	7,307,727
Conference and Sponsorship	—	—	—	—	—	—
Membership and Registration Fees	—	—	—	—	650,000	650,000
Total Anticipated Revenue from Industry Matching Funds	83,990,003	458,894	19,288,860	5,403,778	650,000	112,711,899
<i>All Other Sources:</i>						
Other government contribution	—	—	—	—	—	—
Interest Income	—	—	—	—	75,000	75,000
Total Anticipated Revenue from All Other Sources	—	—	—	—	75,000	75,000
Total	86,910,366	458,894	19,288,860	5,403,778	725,000	112,786,899

Table 3: ISED Cash Flow Requirements — ISED Programs Only (\$) FY 2025-26

Incoming Cash	\$
GIC - Phase I	–
GIC - Phase II	43,928,489
CGS	351,812
PCAIS	15,478,428
NQS	2,150,376
Total Items Involving Cash	61,909,105

Intellectual Property & Data Strategies

DIGITAL aims to maximize the commercial value, ecosystem impact and the economic and social benefits of IP generated by DIGITAL investments in Canada. All IP generated through DIGITAL funded consortiums remains in Canada, strengthening Canada's competitive edge in IP and supporting improved commercialization outcomes.

Background IP refers to IP owned by one party or a third party before a project starts, which remains unchanged when brought into the collaboration. Foreground IP, created during the project, includes new inventions or developments and is typically governed by ownership agreements established during the project. Understanding the distinction between the two is crucial for determining rights, ownership and licensing in collaborative settings.

DIGITAL maintains clear, transparent and predictable IP ownership policies and licensing structures to manage the background IP used in projects, address the treatment of foreground IP generated through projects and establish processes for DIGITAL Members to request and negotiate licenses for the use of foreground IP. Our policies, guidelines for managing IP contributed to and arising from projects, and collaboration agreement templates to assist project partners in managing their IP relationships are available on DIGITAL's website, along with calls for project proposals.

Our goal is to capture, retain and maximize the value of project IP within Canada. As such, project funding is contingent upon demonstrating that the benefits of IP commercialization that will remain in Canada. DIGITAL collaborates with project partners to assess their freedom to operate, develop strategies for recognizing and protecting IP assets generated in projects, and create plans for commercializing those IP assets. We encourage project partners to make IP arising from projects available for licensing by other DIGITAL Members. All IP assets developed with DIGITAL co-investment are listed in our IP Registry.

In 2023-24, DIGITAL revised its IP & Data Strategies with the goal of supporting and guiding Members and project teams to understand and respect the importance of IP and data. DIGITAL's stakeholders were well-served by these strategies. There are no planned modifications in DIGITAL's IP and Data Strategies in 2025-26.

Governance

Governance Structure

DIGITAL is a not-for-profit corporation governed by an industry-led Board of Directors.

DIGITAL's Board operates according to the requirements of Canada's *Not for Profit Corporations Act*, the Competition Commissioner's Guidelines for Global Innovation Clusters, the provisions of DIGITAL's Contribution Agreement with the Global Innovation Clusters program and a set of governance policies approved by Board of Directors of DIGITAL.

DIGITAL's governance policies are reviewed annually by the Board. DIGITAL's Board is supported by four Board sub-committees, each of which report to the Board in support of the Board's fulfillment of its governance responsibilities: 1) Executive Committee, composed of the Board Chair as well as the Chairs of DIGITAL's three Board committees; 2) Finance and Audit Committee; 3) Governance Committee; and 4) Strategy Committee. The roles and responsibilities of each of the committees of the Board are outlined in our Five-Year Strategic Plan.

Currently, six out of nine DIGITAL Board members are female.

Conflict of Interest

In 2023, DIGITAL conducted a review of its co-investment selection processes and policies to improve oversight and governance. The review focused on strengthening conflict-of-interest procedures to confirm a transparent and impartial decision-making process that is free of conflicts. Key recommendations included implementing more standardized conflict-of-interest checks; clarifying roles in the evaluation process; and requiring independent reviews of each individual co-investment decision by an Independent Governance Advisor (IGA), replacing the previous process that included ratification of a decision by the Program Investment Committee for decisions over \$8 million. This change effectively removes all Board Members from any project funding decision, reducing the potential for conflicts in the application and approval process for project proposals.

Performance Monitoring Strategies

The **Global Innovation Clusters Ecosystem Impact Framework (ICEIF)** is a made-in-Canada approach co-designed by ISED and the Clusters to measure each Cluster's unique impact while aligning with program objectives. The framework balances meeting government reporting requirements while providing Clusters the flexibility to define their own success.

DIGITAL's metrics reflect the benefits of our collaborative model in driving market-driven innovation that directly contribute to Canada's long-term economic growth. These metrics demonstrate our impact in scaling Canadian SMEs by driving innovation, developing commercial products and IP, and expanding revenue through access to global markets. They also emphasize DIGITAL's dedication to building a skilled, inclusive workforce that meets the changing needs of the innovation landscape.

DIGITAL collects data through regular surveys, stakeholder interviews and project tracking systems to monitor key performance indicators including, but not limited to, job creation, business growth and innovation outcomes. This data is analyzed and reported in alignment with our mission and strategic goals, providing valuable insights into the progress and effectiveness of our investments and ecosystem initiatives. By leveraging this data, DIGITAL supports the collective efforts of the GIC program to drive measurable, impactful results that benefit both the innovation ecosystem and the broader economy.

The Program and each Cluster identified a set of metrics against the four program objectives:

Progress & Results: Innovation Clusters Ecosystem Impact Framework (ICEIF)

DIGITAL Delivers on the Impact Measurement Framework Co-Created with ISED



A National Force

- **\$1.4B** raised by project partners following DIGITAL project co-investment
- New geographic markets targeted 5 years following project completion
- **670+** IP Assets created

A Driver of Growth

- **185+** commercial products and services
- Number of industry project partners that have become High-Growth Firms (HGFs) 5 years following project completion

Creator of Networks

- **835+** unique organizations engaged in DIGITAL projects
- **125+** ecosystem events hosted, attended and supported by DIGITAL across Canada (over the last two years)

A Catalyst for Skills Development

- **15,000** learning and development placements
- **85+** industry partners supporting skilling initiatives
- **70%** learners from equity-seeking groups



"Mentorships and integrated work experience are key components for success in a tech career. DIGITAL brought together key players like ICTC and Microsoft Canada to launch a cybersecurity program that created a clear pathway for women to follow their aspirations in cybersecurity and tech with the support of the DIGITAL program."

Sashie Steenstra
Dir. Workforce Solutions, ICTC

Cumulative data as of September 2024, unless otherwise specified.

Risk Assessment & Mitigation Strategies

DIGITAL's Strategic Plan is the foundation for its risk management program. Risks are identified monthly by management and identified as low (green), moderate (yellow) and high (red). The Risk Register is reviewed by the Finance & Audit Committee on a quarterly basis. For any risk that falls into the moderate or high category, mitigation strategies are developed and brought forward to the Finance & Audit Committee. Risk is assessed with the following scale:

Risk Register Scale

PROBABILITY	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

Risk Identification

DIGITAL's organization-wide risks are rated in terms of their likelihood of occurrence and their impact on the organization if they occurred. A lower risk ranking indicates a better score. We classify risks into five categories:

- » **Financial:** The risks associated with operational funding, funding diversification and financial systems and controls.
- » **Reputational:** The threat to DIGITAL's public image or brand value, including its key relationships with program leadership, all levels of government, stakeholders and Members.
- » **Personnel:** The risk of losing key employees, issues with employee performance, or challenges related to talent acquisition and retention.
- » **Operational:** The risks associated with the day-to-day operations of the organization, including system failures, human errors or regulatory compliance issues.
- » **Cyber:** The threat of data breaches, hacking or cyberattacks that compromise sensitive information or disrupt digital systems.

Risk Mitigation

With respect to the 2025–26 Corporate Plan, risks and mitigation measures are summarized as follows:

Category	Key Risk	Mitigation
Cyber	Cyber: Current landscape has elevated threat levels. Government-funded agencies have been the target of fraudulent attacks.	To address the risk of a cyber-attack on a Member or DIGITAL system that compromises our records or financials, DIGITAL has changed its managed service providers to ensure a high-level of cyber expertise is secured and informs our protocols and systems. We have monthly threat reviews with our Security Operations Centre from our IT provider, and all staff are required to complete 'KnowB4' Training modules.
Personnel	Key employee retention.	As DIGITAL works to bolster funding sustainability, the organization is focused on ensuring long-term sustainability and retaining key personnel. Management is prioritizing transparent communication, investing in employee development, and boosting morale to navigate this period and maintain a stable workforce.
Personnel	Leadership Succession and Employee Development.	DIGITAL has informal 'ready now/ready next' plans for each member of the Leadership Team that provide the foundation for development plans and experience for both successors ready in the short and over a longer term. DIGITAL is implementing a formal succession plan program to identify and prepare internal candidates for future leadership roles. 'On-the-job' training including 'shadowing', mentoring and performance management helps employees build experience and skills, while cross-training and knowledge transfer ensure a broader skill set and the sharing of critical information. Regularly reviewing and updating these strategies ensures a strong leadership pipeline and reduces gaps in talent development.
Financial	Pressure on public finances resulting in a reduction in federal government investments.	DIGITAL is securing a CDO to develop, execute and lead a funding sustainability strategy to identify and develop DIGITAL's relationships with prospective funders beyond the Government of Canada.
Reputational	Managing potential conflicts of interest and perception of conflicts of interest.	DIGITAL management and Board of Directors developed an independent review of project investment decisions and the Conflict of Interest disclosure process. The Board of Directors reviews this process on an annual basis and provides guidance and direction for improvement as needed.

Project Stream Reporting

Technology Leadership Program

DIGITAL co-invested \$65M of funds from the GIC program that, alongside industry, has resulted in more than \$215M of new investment in innovative digital technology solutions. By co-investing in 9 bold and ambitious projects that address challenges facing the health and natural resource sectors globally, Canadian innovators are creating new technology solutions and services; scaling-up by seizing new commercial opportunities; and gaining market adoption both within Canada and globally.

Source of Funding	Previously Committed (as of March 31, 2025)	Status	To Be Committed in 2025-26	Total Amount in Program Stream
Global Innovation Clusters	\$65M (\$25M committed in 2024/25)	100% Contracted	\$0	\$87M (\$65M plus \$22M in remaining ISD funding)
Global Innovation Clusters (remaining)	Not Applicable	Application in progress	\$22M	

Sector	Potential Focus	Target Outcomes
Healthcare	» Better access to health care » Improved outcomes » More sustainable healthcare systems	9 projects that contribute to building a Canadian technology innovation ecosystem that: » Results in the commercialization and adoption of new and innovative Canadian-owned digital technology solutions starting with 20+ executed licence agreements with customers and more than \$2.5B of revenue potential by 2030; » Supporting the scaling of 30-35 high-potential, growth-oriented Canadian technology companies; and » Attract \$120M of matching investment from industry and other organizations.
Natural Resources	» Sustainable low impact mining » Regenerative agriculture supply chains » Resilient forestry	

Horizon AI – Global Advantage Program

Horizon AI is DIGITAL's specialized, national program focused on capturing economic potential from Applied AI, funded from the Commercialization Pillar of the Pan-Canadian Artificial Intelligence Strategy (PCAIS). By building a commercially focused AI ecosystem through the Technology Commercialization, Global Advantage and Talent streams, DIGITAL is helping Canadian organizations create a global competitive advantage that enables market leadership and accelerated revenue growth.

In Horizon AI's Global Advantage Stream, the goal is to create a portfolio of projects that help build Canada's presence in emerging market opportunities. This includes the emerging market for Digital Service Agents (DSAs) and the development of AI as infrastructure or as a utility that cuts across industries and economic sectors. These investments will help Canadian tech companies leverage their leadership in high-potential, emerging market opportunities by building, demonstrating and launching AI-enabled products, services and platforms.

Source of Funding	Previously Committed (as of March 31, 2025)	Status (as of March 31, 2025)	To Be Committed in 2025-26	Total Amount in Program Stream
Pan Canadian AI Strategy (PCAIS)	\$2.5M (100% committed in 2023/24)	100% contracted	0	\$2.5M
Global Innovation Clusters	\$2.3M (100% commitments to be made by March 2025).	Contracting in Progress	0	\$2.3M

Sector	Potential Focus	Target Outcomes
All Sectors	AI Use-Case Projects with DSAs: » Career coaching, learning and development » Health and wellbeing, including AI champions » Customer and technical support services	» DIGITAL will invest up to \$250K per project for up to five use-case projects. » Follow-on DIGITAL co-investment for the strongest performing use-case and/or consortium development projects of up to \$1M for up to three projects. » Each project should build a working prototype of a DSA. Aim to use the prototype for external audiences to attract more DSA program investments.
	AI-Consortium Development Projects: » Embodied AI in general purpose robotics applications » AI models that integrate into service delivery infrastructures » Generative AI that augments transmedia storytelling, immersive experiences, 3D modelling and automation.	» DIGITAL will invest up to \$250K per project for up to five consortium development projects. » Follow-up DIGITAL co-investment for the strongest performing use-case and/or consortium development projects of up to \$1M for up to 3 projects. » Publish a white paper or mission map on the emerging market opportunity. » Partnership and ecosystem building strategy to advance the opportunity. » Conduct Global Advantage Study, including detailed global competitors' analysis and IP research. » Simple prototype to demonstrate the opportunity and innovation will be an advantage, though not mandatory.

Horizon AI – Technology Commercialization Program

Fostering AI innovation and accelerating commercialization and adoption is critical to maintaining Canada's competitive edge in the global market, particularly as other countries invest heavily in digital technologies.

Horizon AI's Technology Commercialization Stream goes beyond research and development to include the early commercialization and adoption of Canadian-owned AI solutions that also enable the growth and scale-up of Canadian companies. Our collaborative approach to demand-driven innovation provides opportunities to pave pathways for market adoption and commercial success in domestic and international markets.

By co-investing in the early stages of commercialization and adoption of Canadian-owned AI solutions, DIGITAL will help Canadian tech companies strengthen their IP and data management strategies; refine their commercial plans and product development roadmaps; and address adoption and procurement requirements in their target markets in and outside of Canada.

Source of Funding	Previously Committed (as of March 31, 2025)	Status (as of March 31, 2025)	To Be Committed in 2025-26	Total Amount in Program Stream
Pan Canadian AI Strategy (PCAIS)	\$20M (committed in 2023/24)	100% contracted	0	\$20M

Sector	Potential Focus	Target Outcomes
Healthcare	» Using AI to support the resiliency and sustainability of health care systems and advance care in ways that support healthy living, while being easy to access and delivers positive outcomes.	The successful 10-15 projects will form a high-profile AI ecosystem commercialization pipeline that will: » Result in the commercialization and adoption of new and innovative Canadian-owned AI solutions starting with 30+ executed license agreements with customers and more than \$500M of revenue potential by 2030; » Support the scaling of 15 to 20 high-potential, growth-oriented Canadian technology companies; and » Attract \$40M of matching investment from industry and other organizations.
Natural Resources	» Using AI to advance environmental health and support the transition to clean agriculture and natural resources.	
All Sectors	» Using AI to enhance productivity, efficiency and decision-making across industries.	

Canadian Genomics Strategy – Commercialization and Adoption Pillar

Canada is a global leader in the commercialization of genomics innovations across the life sciences and natural resource sectors. Made-in-Canada genomics technologies will advance human health, drive new opportunities in mining, energy and agriculture and deliver economic growth and benefits to Canadians. DIGITAL is launching a competitive call for proposals in Fall 2025 to invest in 2-5 new genomics projects.

Source of Funding	Previously Committed (as of March 31, 2025)	To Be Committed in 2025-26	Total Amount in Program Stream
Canadian Genomics Strategy, ISED	N/A	\$2.5M	\$6.21M

Sector	Potential Focus	Target Outcomes
Health care and natural resources	» Commercializing of genomics-based product solutions.	» 20+ Canadian-owned IP assets » 4+ companies scaled » 5+ commercial solutions » \$50M+ incremental revenue by 2032

PCAIS Commercialization Pillar Reinvestment

DIGITAL's vision is that Canada is a global leader in the responsible commercialization and adoption of AI solutions across the health and natural resources sectors. Made-in-Canada AI-enabled products and services will advance human health and drive productivity and sustainability in mining, energy, and agriculture. These efforts will grow a skilled AI workforce and deliver significant economic benefits to Canadians.

Source of Funding	Previously Committed (as of March 31, 2025)	To Be Committed in 2025-26	Total Amount in Program Stream
PCAIS Commercialization Pillar Reinvestment, ISED	N/A	\$7M	\$8.5M

Sector	Potential Focus	Target Outcomes
Health care and natural resources	» Using AI to support the resiliency and sustainability of health care systems and advance care in ways that support healthy living, while being easy to access and delivers positive outcomes.	» 25 Canadian-owned IP assets » 4 AI companies scaled » 12+ AI commercial solutions » \$100M+ incremental revenue by 2032

Housing Growth Innovation Program

In November 2023, DIGITAL launched the Housing Growth Innovation (HGI) Program to drive growth in B.C.'s construction sector through innovative solutions. The program focuses on advancing digital design, modular construction, sustainable materials and smart technologies, while also optimizing supply chains and supporting regulatory-ready housing designs. By fostering innovation, the program aims to build homes, streamline construction processes and contribute to economic growth in the region.

Source of Funding	Previously Committed (as of March 31, 2025)	Status (as of March 31, 2025)	To Be Committed in 2025-26	Total Amount in Program Stream
Government of B.C., Ministry of Housing	\$4.7M	\$1.4M	\$6.1M	\$20M

Sector	Potential Focus	Target Outcomes
Housing	» Digital Design: utilizing design as a tool for productivity improvements. » Digital Production & Logistics: Leveraging data to streamline the supply chain. » Catalysts: An adaptable category aimed at addressing emerging challenges.	» Faster Housing Production: Reduce timelines and increase housing supply. » Innovative Designs: Develop sustainable, affordable and livable housing solutions. » Improved Construction Efficiency: Lower costs and enhance construction processes. » Overcome Barriers: Address regulatory, material and labor challenges. » Scalable Solutions: Create replicable models for diverse markets. » Affordable Housing: Reduce costs to improve affordability for more people.



Quantum Commercialization Program

Through funding from Canada's National Quantum Strategy (NQS), DIGITAL collaborated with NGen to establish a new program focused on capturing economic potential from the commercialization of quantum technologies. By investing in efforts to prove the value and drive the adoption of quantum technologies across Canada's economy, DIGITAL is enabling the commercialization and adoption of Canadian-owned quantum solutions. This helps ensure that Canadian ideas and knowledge are mobilized and commercialized here at home and abroad.

DIGITAL invested funds from the Commercialization Pillar of the NQS that, alongside industry, has attracted \$16M of investment from industry and other partners towards the commercialization and adoption of innovative quantum technology solutions.

Source of Funding	Previously Committed (as of March 31, 2025)	Status	To Be Committed in 2025-26	Total Amount in Program Stream
National Quantum Strategy (NQS)	\$6.2M	75% contracted	0	\$6.2M

Sector	Potential Focus	Target Outcomes
Quantum Computing	» Safety and Security: Using quantum technologies to harden networks, algorithms and processes to improve security, safety and privacy protection. » Operations & Logistics: Using quantum technologies to reduce the costs of uncertainty of operations in complex environments by making the best data-driven decisions. » Material & Chemical Discovery: Using quantum technologies to accelerate the inefficient and costly trial-and-error processes used to research and develop new molecular formulations needed for better performing electric vehicles and to treat diseases.	» New Product Revenues: Sales (revenue) generation with signed purchase orders, license and/or service agreement with early adopter reference customers » Case Studies: Reference customer(s) with real-world case studies and proof points for use cases, performance and adoption barriers. » Business Case Validation: Confirmation of commercial models and business operating models which may include: » Finalized distribution/channel partner agreements. » Validated of product/market fit and competitive positioning. » Updated IP strategy and additional IP protections. » Refreshed product strategy and roadmap.

Ecosystem Development Reporting

Growing Canadian Capacity

Through the strategic integration of workforce development, community engagement, innovation and adoption, we are supporting Canada's digital ecosystem and building a foundation for a more productive and innovative Canada.

Our **Capacity Building program**, delivered through the **Digital Learning Lab**, is aimed at developing this capacity and is organized into three interconnected streams:

1. **Workforce Development:** Equipping individuals and companies with the foundational and advanced skills needed to thrive in the digital economy.
2. **AI Skilling & Adoption:** Bridging training and industrial productivity by fostering AI fluency and driving adoption across sectors.
3. **CareerTech:** Developing Canadian-made tools and resources to enhance career pathways and provide access to digital skilling opportunities at scale.

Together, these streams empower Canada's innovation ecosystem with the skills, capacity and leadership essential to drive innovation and compete on the global stage.

To-date, our Capacity Building program has reached more than 15,000 Canadians with meaningful training opportunities, job placements, wraparound supports and other key interventions. This supports individuals, while ensuring industry and communities across Canada can meet future workforce development needs.

1. Workforce Development

DIGITAL's ongoing efforts in the Digital Learning Lab continue to focus on workforce development through the implementation of our Rapid Skilling System. In 2023-24, we invested in 12 workforce development projects aimed at scaling impact, and these projects range from supporting Indigenous learners to develop technology skills that enable sea-ice monitoring in remote communities, to enabling thousands of new immigrants and other underrepresented learners to build IT skills and land in-demand digital jobs.

These projects are now underway, and we will continue to support these initiatives and the continued growth of our network and our impacts in 2025-26. We see workforce development as a key driver of growth and success within Canada's innovation ecosystem, and ongoing support of Canada's training and workforce development capacity ensures our system can adapt to change and help ready Canadian individuals and companies for change.

2. AI Skilling & Adoption

While a robust talent pipeline is essential for developing cutting-edge technologies, including in AI, growing our innovation ecosystem also means cultivating a strong domestic market that actively adopts and integrates these innovations. Like the development of AI products and solutions, effective adoption also requires a distinct set of skills and competencies. By supporting the “demand side”—how businesses, public and not-for-profit entities will adopt and integrate AI solutions—we create a robust ecosystem that not only drives innovation but also sustains the growth of Canadian-made AI products.

At the same time, we need to ensure Canada has the technical workforce capacity to build globally leading AI products, and to ensure future professionals have the practical experience and business acumen needed to drive innovation and bring AI solutions to market. Our AI Skilling & Adoption program not only equips learners with essential AI skills, but also supports Canadian industries in adopting and implementing AI solutions to stay competitive in a rapidly evolving landscape. In 2024–25, our efforts will seed adoption of AI products across a range of sectors, including healthcare and manufacturing. We will support more than 500 people to develop critical AI adoption and development skills, contributing to Canada’s growing leadership in this space and supporting our priorities to enable Canadian-made technologies in high-growth areas.

3. CareerTech

DIGITAL is looking to encourage the development and proliferation of tools and technologies to enable workforce development. This will benefit a diverse range of stakeholders, including employers, workers (current employees, job seekers, job switchers), tools providers, training providers and decision-makers.

Career Technology (‘CareerTech’) solutions include EdTech and are focused on employer and jobseeker needs. These tools aim to bridge the gap in preparing workers to enter and thrive in high-growth and future-proof careers while helping companies fill and hire skilled workers into vacant positions. By leveraging technology to advance workforce development, CareerTech aligns with Digital Learning Lab’s mission and priorities, ensuring Canadians can get job-ready faster and more cost-effectively in an evolving economy.

DIGITAL invested up to \$10M of funds that, alongside industry, resulted in roughly \$20M of new investment in the proliferation, adoption and impact of innovative CareerTech digital solutions in Canada. By co-investing in ambitious projects that address global workforce development challenges, Canadian companies will find the talent they need to succeed, scale and widen their impact and gain market adoption of CareerTech solutions within Canada and in international markets. Concurrently, thousands of Canadians will be able to access critical learning and job-placement supports and opportunities.

We aim to help reduce the cost and time required to be job-ready in the digital economy, while supporting employers to find the talent they need to succeed.

Source of Funding	Previously Committed (as of March 2025)	Status	To be committed in 2025-26	Total Amount in Program Stream
Global Innovation Clusters (GIC)	\$10M (CareerTech) \$10M (Workforce Development)	Projects underway	\$0	\$40M Breakdown: \$20M GIC + \$20M Co-investment
PCAIS	\$5M (PCAIS – Call launched August, 2024)	Projects underway	\$0	\$10M Breakdown: \$5M PCAIS + \$5M Co-investment

Sector	Potential Focus	Target Outcomes
Workforce Development	» Increased workforce capacity to support Canada's digital innovation ecosystem. » Accessibility of digital skill adoption for all Canadians. » Support for high-demand skills in a range of sectors, including low-carbon and cybersecurity.	12 projects will contribute to building a Canadian technology innovation ecosystem: » Provide training opportunities to 6,000 people with in-demand digital skills and jobs. » Include at least 50% representation from women and non-binary participants, and at least 30% representation from other underrepresented groups. » At least 150 people supported in developing technical cybersecurity skills. » Support the scaling and growth of at least 10 Canadian career development and training organizations. » Attract at least \$10M of matching investment from industry and other organizations.
AI Skilling & Adoption	» Increased capacity for AI product development. » AI use-case identification and implementation. » Workforce development as a mechanism for AI adoption and productivity.	3-7 projects will contribute to building a Canadian technology innovation ecosystem that: » Increase AI literacy or development skills for at least 500 people in Canada. » Support the scaling and growth of at least 5 Canadian AI and training organizations. » Identify and implement at least 5 AI use-cases for industry AI adoption. » Attract at least \$5M of matching investment from industry and other organizations. » Establish guidelines and training on ethical AI practices, ensuring organizations adopt AI technologies responsibly, with a focus on fairness, privacy and transparency.
CareerTech	» Labour Market information » Skills assessments » Skills-based training » Credentials » Job placement All streams within the program prioritize projects that support the training and placement of underrepresented learners, employees and jobseekers including Indigenous Peoples, racialized persons, women, youth, people with disabilities, immigrants and 2SLGBTQIA+ individuals.	Collectively, successful projects will form a high-profile CareerTech ecosystem that will: » Provide 3,000 digitally enabled skilling and work placement opportunities for learners and job seekers. » 8 new innovative CareerTech solutions.

Planned Activities

DIGITAL serves as a key convenor in the Canadian innovation ecosystem, driving collaborations and fostering connections that enable Canadian companies to become more innovative, competitive and productive, ultimately strengthening the national economy. Through strategic investments, events and partnerships, DIGITAL is cultivating a dynamic community that includes industry leaders, innovators, academics, NGOs and government partners.

In 2025-26, DIGITAL will advance a comprehensive ecosystem engagement strategy focused on two primary approaches: DIGITAL-hosted events and partnership engagements. These activities aim to connect innovators and business leaders, promote knowledge sharing and create opportunities for commercial growth.

1. DIGITAL-Hosted Events

DIGITAL will host a variety of events designed to address key challenges and opportunities within the Canadian innovation landscape:

- » **Member Roundtables:** These focused discussions will cover critical topics such as:
 - » Procurement in life sciences
 - » Leveraging AI for productivity gains
 - » Accelerating Canada's leadership in mining innovation
- » **Webinar Series (10 sessions):** A series of webinars addressing essential themes like IP protection and cybersecurity to support business resilience and growth.
- » **Large In-Person Events (2 events):** Including DIGITAL's Annual General Meeting (AGM) and a second flagship event, providing Members with valuable networking and collaboration opportunities.
- » **Ad Hoc Networking Events:** Facilitating informal connections among ecosystem participants to spark new ideas and partnerships.
- » **National Roundtables:** DIGITAL is convening industry roundtables to understand needs for AI compute

DIGITAL has allocated \$40,000 dollars towards this work.

2. Partnership Engagements

DIGITAL will deepen its national and international partnerships to enhance Member engagement and open doors to global opportunities:

- » **Global Partnership Support:** Promoting Member participation in key initiatives such as the Canada in Asia Conference, Hannover Messe and the Cascadia Innovation Corridor Conference.
- » **Web Summit Participation:** Focused on connecting Members with potential investors and global collaborators.
- » **Thought Leadership Events:** Providing platforms for Canadian innovators to share insights, showcase their achievements and position themselves as leaders in their respective fields.

DIGITAL has allocated \$50,000 dollars towards this work.

Communications and Ecosystem Support

DIGITAL will continue to amplify Canadian innovation and strengthen capacity in the ecosystem through targeted communications efforts. These will include showcasing Member successes, sharing market growth opportunities, and disseminating valuable resources and insights to strengthen the broader innovation ecosystem.

By advancing these engagement activities, DIGITAL will play a pivotal role in driving connections, collaborations and growth across Canada's innovation landscape in 2025-26.

Driving Collaborative Innovation through Relationships

To accelerate the commercialization of genomics innovations, DIGITAL will strengthen strategic partnerships across the genomics ecosystem, leveraging relationships with leading research institutions (e.g. BC Cancer, SickKids), Canadian SMEs (e.g. DNASTack, AltaML), multinational corporations (e.g. Illumina, Pacific Biosciences), and global organizations, such as Global Alliance for Genomics and Health. DIGITAL will drive research translation into commercially viable innovations by facilitating cross-sector consortia that unite academia, industry, and the public sector.

To overcome Canada's small domestic market, DIGITAL will leverage its global network to foster international partnerships and open new markets. DIGITAL will position Canadian genomics companies as global leaders by focusing on export-driven growth and co-investing in high-potential projects. This approach will drive revenue from international markets, de-risk investments, and accelerate commercialization, enabling Canadian SMEs to scale rapidly. The resulting job creation, business growth, and expanded global presence will ensure Canada's genomics sector remains competitive and resilient for long-term success.

Conclusion

The momentum created by DIGITAL's relentless determination has delivered meaningful results for Canadians, Canada and Canadian industry. This momentum provided a foundation and energy that has galvanized industry, academia, community and governments to work together to deliver solutions to massive challenges and to capture impressive opportunities together – better than any one organization could do on its own.

By developing ecosystems that drive the growth and success of Canadian enterprises, elevate Canada's global profile and attract investment: DIGITAL plays a pivotal role in supporting the success of Canadian industry. Delivering better environmental health, human health and career opportunities for Canadians and Canadian enterprises underscores DIGITAL's commitment to creating impactful results. Through this, DIGITAL is determined to position Canada as a leader in the digital world, driving innovation that benefits communities, industries and citizens.

Other Items

As required, we confirm that DIGITAL does have a liability to the Canada Revenue Agency associated with our GST/HST account. Member service fees were mistakenly treated as exempt from GST/HST. This will be addressed through the filing of a voluntary disclosure. The estimated amount owing as of January 1, 2025 is approximately \$420K.