DIGITAL

Digital Corporate Plan

2026-27

The DIGITAL Cluster receives funding from the Government of Canada's Global Innovation Clusters Program.

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Organizational Vision, Mission & Values

About DIGITAL

DIGITAL connects technology builders and buyers to accelerate the adoption and commercialization of Canadian technology solutions.

Established in 2018 under the Government of Canada's Innovation Supercluster Initiative, DIGITAL brings together industry leaders, SMEs, and post-secondary institutions to collaborate on large-scale projects that drive innovation and the development of technology solutions in sectors critical to Canada, such as mining and energy, defence, housing, workforce development and health.

Since inception, DIGITAL has delivered billions in projected revenue for Canadian companies, retained sovereign IP, launched hundreds of commercial products, and helped tens of thousands of Canadians gain the skills needed for the digital economy.

That's how we grow Canada.

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 technology builders and buyers to accelerate the adoption and commercialization of Canadian digital technologies.

Vision Statement

Canada leads the world in deploying 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

DIGITAL DELIVERS EXCEPTIONAL RESULTS



Commercial products launched globally



Invested (including $573M directly into SME-led innovation[1])



$359M public investment drove over $4B GDP growth



New funds raised ($764M by SMEs)



Jobs created across Canada



IP assets built and retained in Canada

And we're just getting started.

1. Economic Impact Study, Ed Mansfield (2025)

As of March 2026

DIGITAL's vision is that Canada leads the world in deploying digital solutions.

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, Asia-Pacific, and Europe.

Strategic Priorities *(con't)*

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 grows 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

Canada leads the world in deploying digital solutions.

DIGITAL'S Mission

DIGITAL connects builders and buyers to accelerate the adoption and commercialization of Canadian digital technologies.



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.

2026-27

Deliver excellence on core commitments

Continue to scale impact Nationally and Globally with strategic partnerships

Continue to delivery operational excellence

Goals for 2026-27

Target 10-Year Results

In summary, the strategic goals are distilled into three key objectives for the 2026-27 fiscal year.

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 (3 years to March 31, 2026)	Status
Number of organizations joining the digital innovation ecosystem	1,100+	1,250	1,597	Exceeding target
Number of collaborative projects in Technology Leadership and Capacity Building programs	100+	150	198	Exceeding target
Dollar value of investment committed by industry	$165M+	$350M	$538M	Exceeding target
Dollar value of total project portfolio	$350M+	$700M	$896M	Exceeding target
Number of new products / services developed	157 new products / services	300 new products / services	201	On track to meet target
IP assets created	493	1,000	774	On track to meet target
Digital workforce reskilling and upskilling placements	7,000+	15,000+	27,300	Exceeding target
Number of SMEs scaled[1]	25 scale-ups grown	50 scale-ups grown	65 scale-ups grown	Exceeding target
New follow-on funding raised by Canadian companies participating in collaborative projects	$828M	$2B	$1.4B	On track to meet target

1. Defined as companies who have accessed international markets and/or have raised new funds.

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 Innovation, Science & Economic Development Canada (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.

Goal 1: Deliver Excellence on Core Commitments

Objective	Metrics
Deliver high-impact results across all initiatives, strengthening DIGITAL's reputation for meaningful outcomes and ensuring excellence and value in every investment.	» **Total industry match dollars leveraged vs DIGITAL investment.** » **Number of IP assets created (patents, copyrights, trademarks).** » **Number of commercial offerings that advanced to TRL 7–9.** » **Incremental revenue generated by partners.** » **External funding raised by project partners.** » **Number of companies scaling globally** » **Number of Canadians Placed in Skilling / Development Positions** » **Number of strategic ecosystem engagements delivered (e.g., trade delegations, knowledge-sharing events, and programmatic services)**



Goal 2: Continue to Scale Impact Nationally and Globally with Strategic Partnerships

Objective	Metrics
Build and strengthen partnerships that amplify DIGITAL's impact, unlock new funding opportunities for our members, enhance access to customers and opportunities for members to scale and succeed, while extending the reach of DIGITAL-funded solutions across Canada and internationally.	» Total revenue raised. » 15 new members attracted. » 5 qualified partnership opportunities. » Corporate Engagement Framework deployed.

Goal 3: Continue to Deliver Operational Excellence

Objective	Metrics
Continue to optimize operational efficiency, amplifying value for investors and readiness for growth and diversification.	» At least three documented process improvements completed by year-end. » Deploy CRM and Financial System integration for diversified revenue » Increase the percentage of total Finance team hours spent on value-adding strategic activities versus manual reporting and transactional work.



Outcomes of 2025-26 Corporate Plan Goals

By the end of March 2026, DIGITAL's investment portfolio totals $161M in active projects, which has spurred an additional $300M in industry and partner investments in 64 technology and skilling projects. Below is a snapshot of our current portfolio.

Total Portfolio Since 2018

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	38	37	123	97	$120M	$242M (67%)	$362M
Canadian Genomics Strategy	0	0	TBA	TBA	$0M	0M (N/A)	$0M
Pan-Canadian AI Strategy	27	27	58	49	$38M	$60M (61%)	$98M
Canada's National Quantum Strategy	4	4	10	7	$7M	$15M (69%)	$22M
Housing, B.C. Government	14	14	48	45	$6M	$7M (54%)	$13M
Total	**83**	**82**	**239**	**198**	**$171M**	**$324** (65%)	**$495M**

Goal 1: Complete Current Funding Commitments

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

✓ Completed as Planned

Metrics	2025-26 Results
» 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:	» **Complete.** Successfully deployed $60.5M across our active programs
● Growth and scaling of 30 high-potential Canadian tech companies through revenue growth (including taxable revenue), attracting investment capital, global market expansion and job creation.	» 30 (12 raised funds + 18 global market expansion)
● Skilling and talent development for at least 3,000 Canadians.	» 9,000 people skilled
● Delivery of tech solutions that strengthen high-value, globally competitive sectors including life sciences and natural resources.	» **In Progress** (aligned with project execution timelines)
● Drive 20 projects to completion resulting in 10+ executed license agreements that are aiming for at least $1B in revenue potential by 2030.	» **In Progress** (with licensing activity and revenue potential expected as projects reach completion)
» Deliver outcomes with remaining $22M ISED funding Complete the call for proposals and contracting. Investment will be focused driving and accelerating innovation across the mining sector and sustainable energy.	» $22M in ISED funding awarded across 4 projects. Projects in contracting.
» Attract $41M in industry and partner investments.	» $50M in industry and partner investments.
» Support the development of commercial products that will generate $500M in incremental revenue by 2030.	» **In Progress** (with awards made this fiscal year projected to generate $600M+ in incremental revenue): strong potential to exceed the $500M target by 2030

(continued...)

Metrics	2025-26 Results
» 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 » 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, VivaTech, and the annual Cascadia Innovation Corridor Conference. ● Encourage Member attendance and support post-event follow-up	» DIGITAL hosted four roundtables in the health and mining sector focused on knowledge sharing in these areas. » **10 Webinar Series:** IP protection and cybersecurity essentials » 1 Sector Event (Housing) » **Knowledge Assets:** Housing Podcast and digital enabler for Modern Methods of Construction (MMC) » DIGITAL Delegation to Adopt AI (France) » **Four International Clusters:** engaged with Medicen Paris Region, Minalogic, Digital Catapult, CSIC (Consejo Superior de Investigaciones Científicas), and Adra (AI, Data and Robotics Association) » Worked with EU Trade Commissioners, GAC and Trade Commissioners tied to Europe to unlock markets for DIGITAL members. DIGITAL signed MoU with French Life Science Cluster: Medicen. » DIGITAL participated in Hannover Messe, VivaTech and Adopt AI. » DIGITAL collaborated with the Asia Pacific Foundation and hosted three panel discussions, met with Ambassador of the Mission of Canada to ASEAN and participated in a podcast at CIAC in Singapore. » Participated in the annual Cascadia Innovation Corridor Conference. » DIGITAL continued its support of the development of an AI Hub in the megaregion, including an AI Summit and trade delegation to Seattle. » After each member event, DIGITAL conducts a survey to gather feedback and improve future engagement.

Goal 2: Evolve & Advance the DIGITAL Team

Objective: Advance organizational capabilities and development of talent to support future success

— In Progess

Actions	2025-26 Results
Identify growth opportunities for each key successor within the organization.	» Learning and development opportunities were undertaken for each key successor this year.
Measure employee satisfaction through quarterly Employer Net Promoter Score (eNPS) surveys and obtain a 100% participation rate.	» Quarterly eNPS surveys were conducted. The highest participation rate to date is 92%.
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.	» Quarterly All Hands meetings allow for various professional development activities for the DIGITAL team, including Indigenous Cultural Competency training.



Goal 3: Secure New Funding for Continuation

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

✓ Completed as Planned

Actions	2025-26 Results
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.	» The CDO was hired and onboarded in April 2025.
Receive approval of Funding Sustainability Strategy from the Board of Directors, as developed by the CDO.	» The Board provided input and direction on the Funding Sustainability Strategy in 2025.
Engage with a minimum of five potential non-government investors, as identified in the Funding Sustainability Strategy.	» DIGITAL engaged 14 potential non-government investors to qualify and market test other funding models, including sponsorship, partners and industry-led programs.
Meet with representatives of a new potential public sector investor (E.g. Other provinces, Crown Corporations, research enterprises and/or NGOs).	» DIGITAL explored other funding opportunities with different federal ministries and two other provinces.
Collaborate with existing partners in the national innovation ecosystem to strengthen innovation and support Members.	» **AInBC example:** DIGITAL played a key role at ALL IN 2025 in the first inaugural Team BC delegation (led by AInBC) as both core sponsor (along with AInBC, Invest Vancouver, Jelly Academy and Innovate BC) and ecosystem lead which collectively brought together over 70 BC companies and 125+ attendees showcasing the strength of BC's thriving AI community. From the DIGITAL membership base Excelar, Green Metrics, Variationaal AI, Miraterra/Terramera and ORX were selected. » **CAN Health example:** In the past year we've strengthened our collaborative ties and showcasing joint members' innovation journeys. In spring 2025 we released a joint post speaking to supporting Canadian health innovators.

Financial Reporting

Table 1: Planned Expenditure ($) FY 2026-27

Expenditures	GIC - Phase II	CGS	PCAIS	NQS	*Other	Total
Project Delivery Costs	28,909,176	624,466	3,640,083	1,000,000	1,589,600	35,763,325
Ecosystem Development	—	—	750,000	—	—	750,000
Operating & Administration	2,512,500	79,158	556,489	157,500	4,994,353	8,300,000
Total	**31,421,676**	**703,624**	**4,946,572**	**1,157,500**	**6,583,953**	**44,813,325**

*Other	
BC Government Housing	1,589,600
Total	**1,589,600**

Table 2: Anticipated Revenue from other Sources ($) FY 2026-27

	GIC	CGS	PCAIS	NQS	Other	Total
Industry Matching Funds:						
Industry Contribution Towards Eligible Product Costs	48,845,055	—	12,188,924	4,297,210	240,000	65,571,189
Project Management Fees	3,826,531	89,209	943,857	358,101	—	5,217,698
Industry Sponsorships	—	—	—	—	200,000	200,000
Membership Fees	—	—	—	—	520,000	520,000
Other (Private Investment)	—	—	—	—	—	—
Total Anticipated Revenue from Industry Matching Funds	**52,671,589**	**89,209**	**13,132,781**	**4,655,311**	**960,000**	**71,508,887**
All Other Sources:						
Other government contribution	—	—	—	—	1,589,600	1,589,600
Interest Income	—	—	—	—	174,076	174,076
Other (Specify)	—	—	—	—	—	—
Total Anticipated Revenue from All Other Sources	—	—	—	—	**1,763,676**	**1,763,676**
Total Anticipated Revenue from Other Sources	**52,671,586**	**89,209**	**13,132,781**	**4,655,311**	**2,723,676**	**73,272,563**

Table 3: Anticipated Cash Flow Requirements ($) FY 2026-27

	GIC	CGS	PCAIS	NQS	Other	Total
Anticipated cash requirements	31,421,676	703,624	4,946,572	1,157,500	–	38,229,372

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 2026-27.

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, five 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.

Buy Canadian

DIGITAL supports the Government of Canada's Buy Canadian Policy, which prioritizes Canadian suppliers and solutions in federally funded programs. Our funding model requires Canadian ownership of intellectual property. This ensures that even when projects use specialized tools or expertise from trusted international partners, the resulting economic value and capabilities stay in Canada. This approach strengthens Canadian supply chains, accelerates commercialization, and builds long-term innovation capacity.

At the same time, DIGITAL works to promote Canadian innovation globally by helping Canadian companies reach international markets and buyers. Through trade missions, curated introductions, and partnerships with leading global innovation hubs, DIGITAL positions Canadian technologies as world-class solutions. This commitment to buying Canadian to build capacity and promoting Canadian innovation globally to drive growth maximizes the impact of our programs and reinforces Canada's leadership in digital innovation.

DIGITAL is committed to supporting Canadian businesses not only through its programs but also in its own operations. This means actively seeking Canadian vendors and service providers for new engagements and, when existing contracts come up for renewal, evaluating opportunities to switch to Canadian alternatives. By doing so, DIGITAL strengthens the domestic technology ecosystem, fosters local innovation, and ensures that our investments contribute to Canada's economic growth.

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
- **21** new geographic markets targeted by project partners as result of the project activities during the 5 years following project completion
- **201** commercial products and services

A Creator of Networks

- **1,020** unique organizations engaged in DIGITAL projects
- **320** ecosystem events hosted, attended and supported by DIGITAL between 2023–2026

A Driver of Growth

- **$4.1B** combined GDP impact in Canada of DIGITAL and partners' investments
- Number of industry project partners that have become High-Growth Firms (GHFs) 5 years following project completion (will be reported in year 4)
- **774** IP assets created

A Catalyst for Skills Development

- **27,300** Canadians placed in learning and development opportunities
- **1,027** industry partners engaged in DIGITAL-funded skilling initiatives
- **70%** learners from equity-seeking groups

Cumulative data as of March 2026, 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



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	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.
Reputational	The organization faces potential harm to its reputation due to negative public perception, stakeholder dissatisfaction, or adverse media coverage. This could arise from operational failures, ethical breaches, regulatory non-compliance, or poor customer experiences.	We have implemented a comprehensive communications strategy, including proactive media engagement and stakeholder updates, to maintain transparency and trust. A formal incident response plan is in place to address reputational threats promptly. Additionally, regular monitoring of public sentiment and social media channels helps identify and manage emerging issues early. Employee training on ethical conduct and compliance further reduces the likelihood of reputational harm.
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.

Project Stream Reporting

Technology Leadership Program

DIGITAL co-invested $89M of funds from the GIC program that, alongside industry, has resulted in more than $182M of new investment in innovative digital technology solutions. By co-investing in 12 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	Status (as of March 31, 2026)	To Be Committed in 2026-27	Total Amount in Program Stream
Global Innovation Clusters	$88.7M	100% contracted	$2.9M	$91.6M

Sector	Potential Focus	Target Outcomes
Healthcare	» Better access to health care » Improved outcomes » More sustainable healthcare systems	13 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	Status (as of March 31, 2026)	To Be Committed in 2026-27	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	$2.5M (100% committed in 2024/25).	100% contracted	0	$2.5M

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	Status (as of March 31, 2026)	To Be Committed in 2026-27	Total Amount in Program Stream
Pan Canadian AI Strategy (PCAIS)	$24M	100% contracted	0	$24M

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 launched a competitive call for proposals in Fall 2025 to invest in 2-5 new genomics projects.

Source of Funding	Previously Committed	To Be Committed in 2026-27	Total Amount in Program Stream
Canadian Genomics Strategy, ISED	$0M	$6.2M	$6.2M

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	To Be Committed in 2026-27	Total Amount in Program Stream
PCAIS Commercialization Pillar Reinvestment, ISED	$7M	$0M	$7M

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	To Be Committed in 2026-27	Total Amount in Program Stream
Government of B.C., Ministry of Housing	**$4.7M**	**$1.4M**	**$6.1M**

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	Status	To Be Committed in 2026-27	Total Amount in Program Stream
National Quantum Strategy (NQS)	$6.8M	100% contracted	0	$6.8M

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

Canada's digital transformation depends on people. Through the strategic integration of workforce development, community engagement, innovation, and digital adoption, DIGITAL strengthens Canada's digital ecosystem and builds the foundation for a more productive, competitive, and inclusive economy. Our work connects talent to opportunity through a national network of employers, educators, and innovators, ensuring Canadians are equipped to navigate and lead technological change.

DIGITAL's workforce development approach is grounded in collaboration, rapid skilling, innovation, and measurable impact. Our agile, mission-driven model enables rapid program deployment and regional targeting, positioning DIGITAL as a ready partner in delivering results-focused workforce initiatives that respond to evolving labour market needs across sectors and regions.

This approach is delivered through three mutually reinforcing pillars.

1. **Career Readiness:** DIGITAL equips Canadians, including mid-career workers, with core and specialized digital skills to secure meaningful employment and adapt to technological change. Our programs are designed to scale rapidly and respond to shifting labour market needs.

2. **Digital Adoption:** DIGITAL links skills directly to industry, helping Canadian employers and sectors leverage technology and talent as growth drivers.

3. **Connecting Communities:** DIGITAL prioritizes inclusion by expanding access to digital skills, infrastructure and careers in rural, remote, and at-risk communities.

Together, these pillars empower Canada's innovation ecosystem with the skills, capacity, and leadership required to compete on the global stage. To date, DIGITAL's capacity-building initiatives have reached more than 27,000 Canadians through training, job placements, wraparound supports, and other targeted interventions, supporting individuals while strengthening the workforce readiness of industries and communities nationwide.

Canada's long-term competitiveness depends on a skilled, confident, and future-ready digital workforce. DIGITAL advances this goal by co-investing in programs and solutions that connect Canadians with employers and industry partners across sectors, ensuring skills and career pathways align with real-world needs in fast-growing fields such as artificial intelligence, cybersecurity, and data analytics. By working in close partnership with industry, post-secondary institutions, and community organizations, DIGITAL helps Canadians gain the skills, experience, and confidence to enter, evolve, and thrive in high-demand digital careers, fueling innovation, productivity, and inclusive economic growth across Canada.

1. Career Readiness

Career Readiness is at the core of DIGITAL's workforce development mandate. We equip Canadians, including mid-career workers and those most affected by economic and technological disruption, with both the core and specialized digital skills needed to secure meaningful employment and adapt to rapid change. Through our Digital Learning Lab and its Rapid Skilling System, DIGITAL designs and delivers programs that can scale quickly and respond to shifting labour market needs. In 2025–26, we supported 12 training projects focused on preparing Canadians to enter digital careers while building foundational digital and resiliency skills. Complementing this work, our CareerTech portfolio is investing in 9 scalable platforms, all currently active projects, that use innovative tools for training, credentialing, and job placement to better align talent with employer demand. Together, these initiatives strengthen Canada's workforce development capacity, expand career pathways, and ensure individuals and employers are prepared to navigate ongoing technological and economic change as we continue to grow our impact in 2026–27.

2. Digital Adoption

Digital Adoption connects skills development directly to industry, enabling Canadian employers and sectors to leverage technology as drivers of productivity, competitiveness, and growth. In 2025–26, DIGITAL's AI Skills and Adoption portfolio supported seven scalable initiatives that trained organizations and more than 500 Canadians across all levels of operations, seeding AI adoption in sectors critical to Canada's economic growth, including healthcare, housing and manufacturing. These initiatives strengthened Canada's capacity to adopt Canadian-made AI solutions and demonstrated the importance of equipping both individuals and organizations with the skills needed to integrate advanced technologies into real-world operations.

As these projects conclude, 2026–27 represents a pivotal year to consolidate insights, evaluate outcomes, and draw lessons to inform future programming. Experience to date has reinforced that effective adoption requires not only technical talent, but also organizational readiness, applied skills, and business acumen across the demand side of the market. DIGITAL will focus on translating these lessons into evidence-informed program design, strengthening domestic adoption capacity, and supporting the continued growth, commercialization, and scaling of globally competitive Canadian technologies.

3. Connecting Communities

Connecting Communities ensures that the benefits of Canada's digital economy are accessible to all, with a deliberate focus on rural, remote, and at-risk communities. DIGITAL prioritizes inclusion by expanding access to digital skills, infrastructure, and career pathways in regions and populations that have historically faced barriers to participation in the digital workforce. By taking a place-based, community-informed approach, DIGITAL supports locally relevant solutions that respond to regional labour market needs while strengthening long-term workforce resilience.

DIGITAL-funded initiatives delivering in 2025–26, such as TalentBridge and the Judy Intelligence platform, demonstrate our ability to deliver regionally targeted, high-impact, and scalable solutions that strengthen workforce participation and economic outcomes in rural and remote communities. TalentBridge is developing a platform that improves job matching and labour market access for employers and job seekers in rural, remote, northern, and Indigenous communities, helping reduce hiring barriers and improve talent retention. The Judy Intelligence platform supports economic growth in underserved rural areas of Atlantic Canada by addressing critical workforce gaps and enabling more efficient connections between local talent and employer demand. All together, these initiatives expand access to training, employment opportunities, and digital infrastructure, while building employer and community capacity to respond to labour shortages. Through partnerships with Indigenous organizations, community groups, industry, and post-secondary institutions, DIGITAL is contributing to stronger local economies, increased workforce resilience, and more inclusive participation in Canada's innovation ecosystem.

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)	100% contracted	$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 2026-27, 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 (4 sessions):** 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. **Sector Specific Events:** DIGITAL will participate and lead sessions at critical industry events in mining and energy, defence, quantum, housing, workforce development and health.
- **Ad Hoc Networking Events:** Facilitating informal connections among ecosystem participants to spark new ideas and partnerships.

DIGITAL has allocated $50,000 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. DIGITAL will facilitate two trade delegations, one to the Cascadia Corridor region and one to Singapore.
- **Web Summit Participation:** DIGITAL will participate in Web Summit Vancouver for the second year, focusing on profiling our Members who have successfully commercialized innovation technologies.
- **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 $100,000 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 2026-27.

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

DIGITAL is not aware of any amounts owing to the Crown pursuant to legislation or agreements with ISED.