DIGITAL

2024/2025

Corporate Plan

**From Canada's DIGITAL
Global Innovation Cluster**

Introduction and Priority Objectives

DIGITAL helps Canadian companies grow and succeed through the development, adoption, and deployment of digital technologies that support:

- **Better human health**: Through digitally enabled health services that increase access, deliver better health outcomes, and improve the sustainability of Canada's health systems with a special focus on Canada's most vulnerable citizens and communities,

- **Better environmental health:** Through supporting the transformation of Canada's mining, forestry and agriculture sectors with digital solutions that reduce environmental impacts while growing global competitiveness and,

- **Creating a digitally skilled workforce** ready to support the needs of Canadian organizations in the digital world.
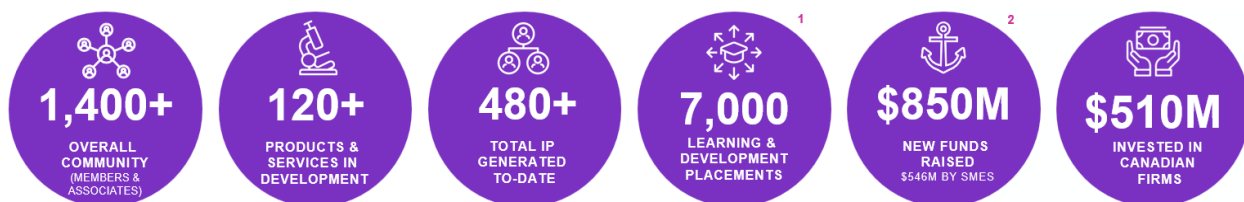
We bring together businesses, academia, community, and government organizations to solve some of industry and society's biggest challenges better and faster than any single organization can on its own. Through a powerful model that combines cross-sector collaboration, Canadian IP creation, protection and deployment, and results-based co-investment, we create and leverage:

- Opportunities for domestic and global deployment of Canadian-made digital solutions,
- Canadian IP as it stays in Canada while being deployed for multiple benefits, and;
- Canadian research as it is commercialized for the benefit of communities, industry, and citizens.

Through this, we unlock the potential of Canadian industry to lead and succeed in the digital world.

DIGITAL is a not-for-profit, member-based innovation enterprise working with over 1,500 organizations across Canada. Since 2018, together with our members, we have inspired the creation of a digital innovation portfolio that has attracted over $510M+ of project investment in health, natural resources, capacity building and workforce and talent development.

A snapshot of DIGITAL's impact over the past five years:

| 1,400+ OVERALL COMMUNITY (MEMBERS & ASSOCIATES) | 120+ PRODUCTS & SERVICES IN DEVELOPMENT | 480+ TOTAL IP GENERATED TO-DATE | 7,000 LEARNING & DEVELOPMENT PLACEMENTS [1] | $850M NEW FUNDS RAISED $546M BY SMES [2] | $510M INVESTED IN CANADIAN FIRMS |

[1] 33% of the 7,000 learning and development placement participants are from marginalized and underrepresented communities.
[2] 89% of the $850M new funds raised are private investments.

Vision, Mission, Values

Our past and future success is founded on our vision, mission, and values:

Vision: Canadian companies lead the world in advancing human and environmental health, supported by a diverse, highly skilled workforce.

Mission: Accelerate developing and deploying digital innovations to grow the competitiveness of Canadian enterprises while building a diverse, highly skilled workforce ready for the digital world.

Our Charter of Values: Our innovation community is guided by core values that are the cornerstone of how members and participants interact and work together. These values are:

- **DIVERSITY**
  We embrace diversity and inclusion in everything we do.

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

- **COLLABORATIVE**
  We proactively collaborate, respecting and leveraging the value of different experiences and perspectives to drive agreement.

- **RESULTS FOCUSED**
  We are outcomes and results-focused, knowing that we will deliver meaningful, strong, and positive results through collaboration.

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

- **BOLD**
  We are dynamic and innovative, pushing technology for maximum business and societal impact.

- **RESPECT**
  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.

Medium and Long-Term Objectives

DIGITAL will continue to advance the development of a national digital innovation ecosystem that creates a global advantage for Canada. Specific objectives include:

1. **Build a 'world respected, globally connected innovation enterprise'** where Canada, particularly DIGITAL, is seen as a source of effective, leading edge, pragmatic digital innovations that solve significant societal and industrial challenges.

2. **Continue to grow a robust technology leadership portfolio** that strengthens connections and collaborations between private, public, and academic organizations to drive meaningful commercialization outcomes and support domestic capacity development.

3. **Continue developing capacity in our ecosystem by accelerating the growth of a diverse, inclusive workforce with the skills and training to support and succeed in the 'digital world' while** supporting the development of creative innovation leaders and world-class skilling systems.

4. **Accelerate the scale-up of globally competitive Canadian companies** that export to the world. Success is accelerated through DIGITAL's collaborative innovation and co-investment model that advances the development and deployment of digital products and services, creating commercial revenue streams and growth opportunities for Canadian companies.

5. **Strengthen Indigenous reconciliation** by continuing to engage with, learn from and expand the participation of Indigenous companies, people, and communities across all elements of DIGITAL, including at our Board, in our programs, projects, and all aspects of our business.

6. **Establish a global presence** through a global strategy that balances ambition and pragmatism, focusing on strategic geographic and industrial markets and enterprises. These efforts will both benefit and be bolstered by our trusted relationships built across and within our membership and portfolio partners. DIGITAL will be a catalyst, bridge, and driver of new market opportunities for DIGITAL's members and Canada.

Priority Areas of Focus

DIGITAL is committed to Canada's economic and digital transformation. As Canada diversifies our economy, advances meaningful reconciliation with Indigenous peoples, and expands cross-sectoral collaboration, DIGITAL will continue to develop and deliver programs comprised of diverse projects and initiatives that support:

- A sustainable, accessible, and effective **healthcare** system,
- Globally competitive and sustainable **natural resources** companies and,
- Diverse, inclusive, and highly skilled **talent** ready to deliver value to organizations across the digital world.

Area of Focus #1: Human Health

In early 2020, the World Health Organization identified 13 'urgent global health challenges.' Among these are the need to "make health care fairer, stopping the spread of infectious disease, investing in the people who defend our health and harnessing new technologies."[1] At the same time, in Canada, access to health services, health outcomes, and the sustainability of our health systems are all in question. Between 2015 and 2109, healthcare spending in Canada grew at a rate of 4% per year – faster than GDP growth. This was followed by a 12.8% spike in 2020 due to the pandemic, and in 2021, healthcare spending is expected to grow to a new high of $308B or $8,019 per Canadian[2].

While in some contexts, the global and domestic picture of health systems and population health are bleak, at DIGITAL, we see the opportunity and imperative to change the picture by supporting the development and deployment of digital solutions to some of the most pressing health issues. Through Phase I, our members developed 110 health products and services with over 360 organizations involved in our health portfolio and over $220 million in investment value.

Through our programs and projects in Phase II in Human Health, we will continue to focus on the development and deployment of digital solutions that support:

- **Better access to health care** and especially technologies that improve access to marginalized communities and citizens,

- **Better health outcomes**, including faster and more accurate results for patients, reducing stress and burden on healthcare providers and better overall health for patients and communities,

- **More sustainable health systems** by leveraging digital solutions to reduce costs, system duplications and inefficiencies. This will include platforms and deployment of data and privacy standards, interoperable systems, protection of data and privacy, and integrated healthcare, regardless, focused on delivering the right care in the right place at the right time by the right provider and with the right tool.

Area of Focus #2: Environmental Health

COP26 represents a significant milestone as the world looks to recover from the global pandemic and implement the transformative change necessary to limit the tides of climate change, environmental degradation, and rising levels of social inequality.

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[1] Urgent health challenges for the next decade (who.int)
[2] CIHI - Canadian National Health Expenditure Trends

Collective action will be critical to deliver on the ambitious environmental targets and adopt responsible practices to transition to a net-zero, resilient economy[3].

Like the rest of the world, Canada finds itself at a critical juncture with nature. On the one hand, Canadians are dealing with the devastation from wildfires, flooding, air and water pollution, and food insecurity while also recognizing that our natural resources sectors (forestry, mining, agriculture, and agri-food system) are the primary suppliers of materials that support manufacturing, services, and utilities. Combined, these sectors represent nearly 19% of GDP[4], generate significant exports, are a source of major capital projects and are a critical economic driver for resource-dependent communities across the country.

At DIGITAL, we see environmental stewardship as the foundation of a clean, prosperous economy. We are committed to advancing the natural resources sectors by pursuing digital solutions that offer opportunities, such as optimizing processes and operations, using resources more efficiently, reducing emissions, and measuring and monitoring the health of ecosystems. Together with our members, we have been doing just that with over 30 products and services developed in the past five years, over 120 organizations involved in our environment portfolio and over $110 million in investment value.

In the coming year and through Phase II, we will continue to support the evolution to a low carbon economy through programs and projects focused on:

- **Sustainable, low-impact mining**: reduce the generation of waste and large tailings, identify, and address environmental impacts, lower investment costs, and improve the identification, extraction, and processing of critical minerals.

- **Regenerative agriculture supply chains**: advance food security, improve yield and optimize logistics while promoting plant vigour, biological diversity, pest and disease control, and soil as an asset for the natural sequestration of carbon dioxide.

- **Resilient forestry**: effectively manage and optimize forestry assets, reduce the impact and frequency of forest fires, and improve supply chain operations and the ecological health of forests, including its critical role in carbon sequestration.

Area of Focus #3: Talent

In Deloitte's recent "Innovation at Scale" report, talent was identified as the number one pillar for how to grow a stronger innovation ecosystem. This is particularly important in an era where it is estimated that roughly half of the global workforce will need to be reskilled or upskilled by 2025[5].

Using DIGITAL's rapid skilling systems framework, projects like the Canadian Tech Talent Accelerator take youth 18 to 29 who are not employed, not in education and not

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[3] COP26: Together for our planet
[4] Data from Sector Overview Agriculture and Agri-Food Canada plus Natural Resources Sector Fact Sheet (NRCan)
[5] World Economic Forum Future of Jobs Report

in training, and place them on a career path in data science or cyber-security in 16 weeks. Athena Pathways accelerates workforce diversity with mentorships, scholarships and internships supporting the career aspirations of women who want to enter AI.

With a national footprint for talent development already established, in Phase II, we will:

- **Deliver innovative upskilling and reskilling** through the co-development of rapid pathways to digital jobs. These accessible pathways connect individuals with the training and support needed to land well-paying careers while helping Canada's growing enterprises find the right talent to fill in-demand jobs.

- **Expand Canada's leadership capacity** to drive innovation initiatives within Canadian industry in transforming to a clean, digital economy, including in rural, remote, Indigenous, and northern communities.

- **Support the digital skilling ecosystem** to expand the service capacity of Canadian training and employment delivery organizations and help promising Canadian digital edtech and workforce development organizations scale through access to resources and connection with learners, leaders, and collaborators.

Harnessing the Power of Collaborative Innovation

A foundation of DIGITAL's impact and success through Phase I is our unwavering commitment to collaborative innovation. DIGITAL facilitates convening organizations that might not normally know each other or work together. Founded on DIGITAL's belief that 'wicked problems' can be solved together, better than any organization can on its own, DIGITAL convenes organizations with diverse experiences, backgrounds, sizes, and sectors – some of whom do not know each other, and DIGITAL supports and guides these teams to leverage their diversity in shaping, building, deploying, and scaling world-leading solutions to some of the world's biggest challenges. This will continue to be a key foundation for DIGITAL and our members through Phase II. For example:

Firstline Firstline and their consortium partners sought to advance a solution to one of the world's top 13 health challenges: Antimicrobial Resistance (AMR).

- The result was the world's first global platform connecting infectious disease experts and frontline healthcare workers around the world to collaboratively share knowledge and access critical clinical guidance, epidemiological data sets, and updates when information is quickly evolving.

- In December 2022, the WHO partnered with Firstline to distribute AMR guidance around the world. The resource, which is freely available and instantly accessible even in resource-limited nations with limited connectivity, is now being used by healthcare providers in nearly every country around the world and in all United Nations peacekeeping operations. We believe this to be one of the most significant instances of Canadian health technology adoption in history, and the partnership continues to expand.

DIGITAL's approach to collaborative innovation has proven that the investment of time and attention in convening and supporting diverse project teams results in cohesive groups that move quickly, understand, and embrace diversity of thought and experience, deliver exceptional results, and are committed to success for themselves and for Canada.
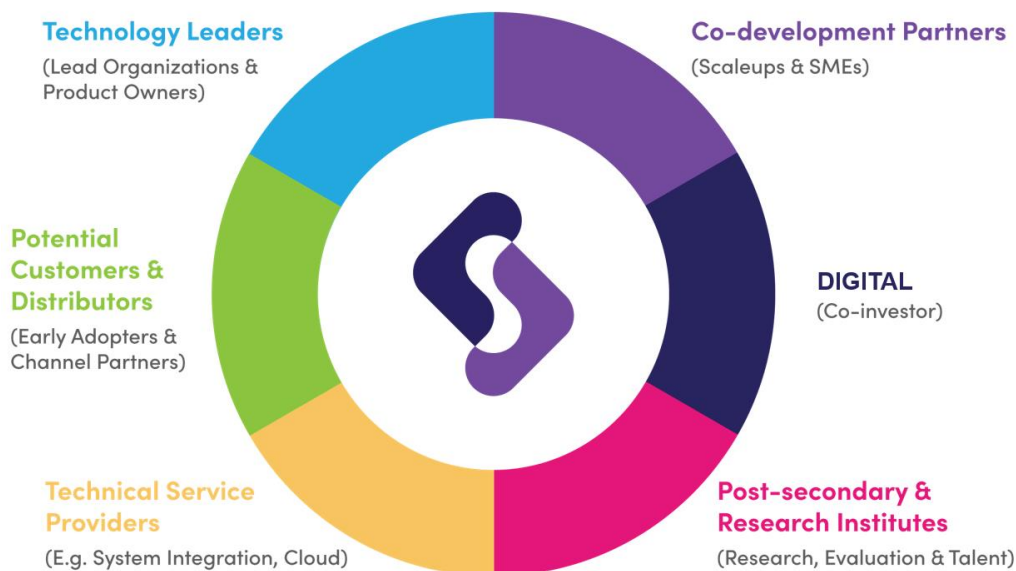

Illustration 1: DIGITAL's Collaborative Innovation Model

Every DIGITAL project team includes a mix of organizations drawing from large companies, SMEs, post-secondary institutions, government agencies and not-for-profit organizations. We bring the 'customer voice' to the development table so that solution development is founded on an understanding of the perspectives and needs of potential customer(s). By leveraging each partner's strengths and insights, the project team accelerates progress and improves the quality of the digital solution, product, or service.

DIGITAL is grateful to our members for their determination, creativity, and bold ambition in addressing some of society's and industry's biggest challenges across healthcare, supporting the drive to net-zero in natural resources and, building a highly skilled workforce while leveraging these advances to explore and capture opportunities for Canadian companies to grow and prosper.

2023–2024 Corporate Plan Results

2023-2024 presented multiple opportunities for DIGITAL and our members to leverage experience and success to date into accelerated results delivery, growth opportunities and diversification. We are proud of the results delivered against an extremely

ambitious plan and excited about the value provided to member organizations and communities through the delivery of these results:

Objective 1: Transition the Technology Leadership portfolio to deliver Phase II outcomes.	🟢	Completed as planned

DIGITAL continued to grow an industry-led collaborative technology leadership portfolio with two primary areas of focus:

- **Health solutions** that will improve access to health services, improve the outcomes from those services and increase the sustainability of the Canadian healthcare system; and

- Digital solutions for **Natural Resources** sectors that increase the global competitiveness of Canada's natural resources companies (across forestry, mining, and agriculture) while reducing the environmental impact and carbon footprint of these companies, thereby supporting both the economic success and impact of these sectors so critical to the Canadian economy while also supporting Canada's commitment to 'net zero.'

Key accomplishments include:

- **The launch of our most ambitious Technology Leadership call for proposals:** With bigger, bolder projects that will deliver high-impact outcomes and material opportunities for participating organizations. We also expanded our support for project teams to include a focus on the early stages of commercialization and adoption. This shift helped companies strengthen IP and data management strategies, refined commercial plans and product development roadmaps and adoption and procurement requirements in target markets.

- **Big, bold health projects:** We encouraged and supported teams to expand their ambition and impact. This is an important shift for the health sector. Over the past three years (including the 'COVID years'), many health companies were focused on smaller initiatives geared to address the multiplicity of issues arising from the pandemic. This past year DIGITAL deliberately encouraged health organizations to 'think big,' leveraging the experiences and learnings from the pandemic into seismic opportunities to transform health systems, impact, and outcomes. This encouragement and ambition worked. DIGITAL received project ideas and proposals destined to:

  o Provide integrated and coordinated care across home, community, primary, acute, and long-term care settings – an outcome that can materially change both the structure and operations of Canada's healthcare delivery systems.
  o Improve outcomes through personalized diagnostics and treatments, and by accelerating drug discovery.

- o <u>Address stress and burnout of physicians and nurses through AI</u>-enabled clinical decision support tools and by easing administrative burden.
- o <u>Optimize health resource utilization</u> and value chains that can also alleviate alternate levels of care bottlenecks.

All Phase II funds will be committed in the Spring of 2024. As of the end of January projects have been approved with aggregate investments of $64M, $22M of which will be from DIGITAL. Additional projects in the pipeline could result in more than $200 million of new investment. Through these projects, DIGITAL is expecting commercialization and adoption that can deliver $2.5 billion of revenue potential by 2030, support the scaling of 30 high-potential companies; and attract at least $120 million of matching investment from industry and other organizations.

Objective 2: Transition the Capacity Building portfolio to deliver Phase II outcomes.	🟢	Completed as planned

In this first year of Phase II our Capacity Building program:

- **Reached 5,000 workers across Canada this past year alone**, enabling them to gain digital skills and experiences and build career paths in sustainable digital jobs. This brings our total impact to approximately 12,000 Canadians over six years.

- **Created accessible pathways that are helping reduce barriers to opportunities in the digital, green economy.** More than 60% of participants identify as underrepresented or underserved, including adults with disabilities, women, LGBTQIA+, and BIPOC participants.

  For example:

  MARCH OF DIMES CANADA   **Through partnerships with [March of Dimes Canada](#), DIGITAL is supporting the creation of learning pathways designed for adults with disabilities.**

  - March of Dimes delivered digital skills training to over 1,000 participants, with skills development opportunities that ranged from beginner digital literacy to career essentials and advanced digital skill certifications. In addition, they offered continuous support to learners to help them secure employment or continue with ongoing education.

  - In Canada today, over 6 million Canadians over the age of 15 live with a disability and 39% of unemployed people with disabilities have the potential to work. Together with Microsoft, CIBC Foundation and the Government of Canada's Sectoral Workforce Solutions Program, this project supported Canadians with disabilities to gain the digital skills needed to become confident digital citizens and remain competitively employable in the digital economy.

- **Delivered training to more than 1,000 First Nations, Inuit, and Métis participants from coast to coast to coast,** including those living in rural and remote communities such as Pond Inlet and Haida Gwaii by collaborating with Indigenous-led organizations across Canada and building on the trust we developed with Indigenous communities and organizations since 2018.

- **Helped dozens of employers acquire the digital talent they need to meet their business goals,** including working with non-profits and small companies to cultivate their digital capacity.

- **Supported the building of a range of digital tools and resources to optimize workforce development**, including the [Digital Pathways Platform](link) to support job-seekers, a foundational Digital Skills Hub for digital competency development, a free digital skills assessment, and more.

Phase II funds are being committed in early 2024. We expect that funds for the Capacity Building program will be fully committed within the year.

Objective 3: Launch Horizon AI as a strategic applied AI ecosystem-building program ● Completed as planned

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Horizon AI includes three complementary initiatives: 'Technology Commercialization,' 'Diverse & Skilled Talent,' and 'Global Advantage,' designed to advance the commercialization of AI applications and create investment momentum to build Canada's global significance as a digital ecosystem for AI.

PCAIS funds were committed through calendar 2023 while growing a global partnership pipeline to leverage Horizon AI to attract follow-on investments with potential to grow the portfolio to $250M.

Two targeted streams were launched through "Technology Commercialization and Global Advantage" and "Diverse and Skilled Talent." Progress includes:

- **Horizon AI:** Selection of technology commercialization proposals with project costs of $33.2M, along with additional projects in the 'Global Advantage' stream with signed MPAs expected by March 31st.

- **Continued acceleration of Horizon AI proposals:** We anticipate strong outcomes for both the Global Advantage stream and the Talent stream. As a result, we anticipate meeting all goals for the current fiscal year in Horizon AI.

- **Developing a 'global partnership pipeline':** We began working with [AInBC](link) to develop a global partnership pipeline. We anticipate this relationship will support Canada's growing leadership in AI commercialization.

Objective 4: Support mission-driven innovation ● Completed as planned

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Supporting Government of Canada Priority Missions

DIGITAL is committed to supporting:

- **Greening the economy.** DIGITAL identified how its projects contribute to a low-carbon, digital future, including helping to decarbonize supply chains. This includes our support for initiatives and projects that make important contributions to the [Canadian Critical Minerals' Strategy](#), including using geospatial data sensors, and smart devices to find new ore deposits while minimizing the carbon and ecological footprint of exploration activities.

  For example:

ideon II'	Ideon, Richmond, BC-based, is accelerating the transition to a net-zero future by leveraging muon tomography for their world-leading technology, which can identify and map critical minerals up to 1 km beneath the Earth's surface and increase geological certainty to more than 95%.

  - Their Earth X-ray platform, developed with support from DIGITAL, is now being deployed in Saskatchewan, Ontario, Nova Scotia, and Australia through four of the world's largest mining companies, including project partner BHP.

  - The company is now experiencing a tremendous growth trajectory, having doubled its staff in 2023 and is on target to double again in 2024. In the three years leading up to 2022, Ideon achieved 914 percent revenue growth.

    Ideon Technologies and their work with this project also received the 2023 Governor General's Award for Innovation, as nominated by DIGITAL.

- **Supply chain resilience**. DIGITAL explored technologies that provided additional flexibility in supply chains, including technologies related to the expansion of autonomous vehicles in remote sites, teleoperations, managing remote work, and resource optimization. We also explored the use of digital twins and predictive analytics for disaster response, be it another pandemic or a climate-induced natural disaster.

Mission Development Capacity

DIGITAL recognizes the potential of mission-driven innovation in helping to accelerate the transformation to a low-carbon, healthy, digital economy. The ability to build, lead, and advance missions is also an essential element of ecosystem capacity building.

DIGITAL leverages its program architecture, network, and experience to develop new programs or missions that advance the success of members and respond to significant challenges faced by industry or government, just as DIGITAL did in its response to the COVID pandemic.

This past year, DIGITAL began to codify our methodology for mission-driven innovation. We converted a mission focused on addressing the need to increase Canada's housing supply into a dedicated initiative supported by the Province of BC, which selected DIGITAL to lead a key housing initiative supporting the Province's commitment to accelerate the increase in housing supply. DIGITAL is leading a three-year, collaborative, mission-driven innovation program with a $9M investment from the BC

Government, to harness data-driven digital innovation to help grow housing production capacity. [Province of B.C. Invests in Digital for Housing Mandate Initiative - DIGITAL](link)

| **Objective 5: Promote and help scale high-growth potential Canadian digital enterprises** | 🟢 | Completed as planned |

We identified and worked with several 'high potential' enterprises to support their growth and competitiveness in global markets:

- **Hyper-Growth Inaugural Cohort:** DIGITAL supported organizations for the Government of Canada's "Hyper Growth" program. DIGITAL members AlayaCare and Clarius were two of the eight organizations comprising the original cohort for the Government of Canada's [Global Hyper Growth Program](link).

- **Support for SME's:** DIGITAL helps SMEs optimize product-market fit with customers, identify international potential, and presents opportunities for these companies to learn from others. One example of this is when [FluidAI Medical joined the Medtronic-led remote monitoring project Continuous Connected Patient Care Project](link).

- **Showcasing Products and Services:** DIGITAL looks at broad-based opportunities to showcase our SME members. In the past year, we:

  - **Led or supported** the nomination of members for high-profile awards. These nominations saw Ideon Technologies selected to receive the [Governor General Innovation Award](link) and WELL Health being recognized as [Life Sciences BC Company of the Year 2023](link);

  - **Introduced** organizations and their solutions to governments, international agencies, and decision-makers. Our work with Firstline and the [WHO AWaRe Antibiotic Book](link), now sees this solution being used by physicians in nearly every country around the world!

  - **Established a formal partnership** with [CAN Health Network](link) to accelerate commercial pathways for health solutions developed via DIGITAL's support. High-potential health tech organizations are exploring opportunities Network. For example, SeamlessMD has its solution adopted by hospitals and healthcare systems across Canada and the US, including the BC Health Minister announcing adoption in BC: [British Columbia's Health Minister announced](link).

DIGITAL also helped build capacity for SMEs in critical areas including:

- **IP and cybersecurity awareness and education**: DIGITAL holds regular educational webinars for SMEs focused on IP and data to their advantage. We:

- o Offered 11 virtual sessions with ~1,900 registrations and +1,650 organizations accessing recorded webinars from our YouTube channel (55% of whom are SMEs).

- o Brought key organizations to our members through member only webinars, including Innovation Asset Collective (IAC), Canadian Security Intelligence Service (CSIS), IP Ontario (IPON), the International Intellectual Property Forum – Quebec (FORPIQ), Mila – Quebec Artificial Intelligence Institute and Vector Institute.

- **Product development champions:** DIGITAL continued to build leadership development capacity through our partnership with SFU on the [Digital Innovation and Leadership Initiative (DIAL)](link). To date, this initiative has developed 312 leaders in project management, leadership, product & process development, R&D, and tech adoption. We are working with more than 140 organizations including the Vancouver Airport Authority and Providence Healthcare.

Objective 6: Promote Diversity, Inclusion, and Indigenous Reconciliation	🟢	Completed as planned

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In every element of our governance, operations, membership, management systems and projects, we are committed to leveraging the benefits of diversity and inclusion.

During this past year we:

- **Supported the Truth and Reconciliation Commission Calls to Action to include Indigenous participation in our projects.** In the talent side alone of our programs, 10 Indigenous organizations are involved with our projects with 5 of our Talent projects led by Indigenous organizations. We also welcomed our first Métis Director to our Board.

- **Encouraged learning and development of the DIGITAL team** through sharing learning resources, including a 12-week Indigenous Canada online course, with four DIGITAL team members completing the course and receiving certification.

- **Partnered with Indigenous-led organizations to deliver training that will equip Indigenous peoples with the skills required to be hired for in-demand jobs or to launch their own businesses.** This year, our partners delivered training to approximately 1,000 Indigenous participants.

- **Supported incorporating Indigenous Ways of Knowing into digital competency frameworks and designing and delivering tailored micro-credentials;** for example, we worked with Pinnguaq to support the co-design and delivery of a six-week digital literacy micro-credential, which was co-designed with subject matter experts, educators, community leaders and representatives from the target population. The result is a comprehensive and culturally relevant program that incorporates Inuit Qaujimajatuqangit principles and foundational digital skills training.

Objective 7: Build an International Partnership Strategy

🟢 Completed as planned

Our Global Strategy has three dimensions:

- **Geography:** DIGITAL will leverage strong relationships between industry, academia, and governments along the Cascadia Innovation Corridor from BC through the states of Washington, Oregon, and California, and south to Mexico. DIGITAL will also explore and leverage relationships and opportunities in high-potential jurisdictions in Asia, especially those in the CTPPP group of countries.

- **Member focus:** We are member obsessed. Our global plan will leverage and implement opportunities for members to attract/ expand investment, partnerships, and relationships in targeted geographies and, opportunistically elsewhere where there is value for members and/or project teams.

- **DIGITAL opportunities:** In addition to the focus on specific geographies and members, our global plan identifies opportunities for partnerships with other clusters and/or cluster-like programs that can provide benefits to DIGITAL in program delivery and/or where data and information-sharing opportunities may be mutually beneficial.

The Global Strategy has been informed by experiences in global arenas, including with innovation organizations and leaders in the UK, France, Mexico, EU, and Asia.

One early result of our proactive global focus is the Memorandum of Agreement between Canada with the Philippines [Canada forges agreement to help Philippines track illegal fishing vessels using satellite technology - The Globe and Mail](#) which will see technology from an early DIGITAL project being deployed in the Philippines: [Protecting Our Fish Stocks Through Satellite Surveillance - DIGITAL.](#)

Objective 8: Diversify sources of revenue to support a sustainable Cluster organization.

🟢 Completed as planned

DIGITAL's COVID program demonstrated the value of the Global Innovation Clusters program as a delivery vehicle for policy and program goals beyond those in the program. During Phase I we started to attract investment from investors other than ISED. This year we expanded our investors to include the BC Ministry of Housing who announced a $9 million investment with DIGITAL as part of the Ministry's Digital Housing Construction Initiative.

Objective 9: Advance technology-enabled service delivery to Members and Associates.

🟡 In Progress

Throughout the year, our efforts were dedicated to the development of digital tools and services that facilitated the delivery of effective, efficient programming, and member services. Services developed include:

- **Our [Community Portal](#), accessible via our website**. This portal was expanded to include proposal submission and tracking functionality, as well as service-delivery-related assets such as policies, forms, and templates.

- **Webinars** made available through our YouTube channel and websites.

- **The pilot [Digital Pathways Platform](#)** aims to assist job seekers and employment services organizations in navigating digital careers.

- **The foundational Digital Skills Hub** – providing member companies with the ability to assess their teams' digital skills and readiness for digital adoption. It also offers access to free digital skills training resources.

- **Knowledge mobilization materials** produced from our training projects, encompassing playbooks and lessons learned across our training initiatives. These collective tools are instrumental in helping our ecosystem discover, train, and retain skilled talent.

Objective 10: Complete succession planning and staff career development plans.	🟡 In Progress

We have a diverse team consisting of experienced executive leaders, developing leaders and staff with tremendous growth potential. Throughout the past year, DIGITAL has actively recruited and promoted key individuals to strengthen our ability to deliver excellence. Succession plans for all members of the Leadership Team will be completed by the end of March with development plans for identified successors completed by the end of June.

Key Performance Management Impact Framework & Indicators

DIGITAL is excited to frame and measure performance for the coming year(s) through the Performance Management Framework co-developed with ISED. This new framework is founded on four areas of focus – all of which are consistent with DIGITAL's focus and approach over the past five years:

1. **A National Force** Develop ecosystems that create a global advantage for Canada by attracting investment, developing a global profile, and collaborating on projects at a national scale.
2. **A Creator of Networks** Strengthen Connections and collaborations between private, public, and academic organizations to drive impactful commercialization outcomes and develop domestic capacity.
3. **A Driver of Growth** Accelerate the scale-up of SMEs in cluster projects by fostering collaboration and integration into emerging value chains, to drive international opportunities, expand market share, and grow revenues.
4. **A Catalyst for Skills Development** Address skills gaps, act as a magnet for global talent, collaboration, and skills and talent development, and foster opportunities for equity-seeking groups to benefit from connections, in order to drive innovation and contribute to inclusive economic growth.

IP & Data Strategies

In today's knowledge-based economy, intangible assets often contribute more to an organization's value than tangible assets. Organizations that understand the importance of intangibles and effectively build, manage, protect, and leverage them in line with their business strategy are better positioned to thrive in today's competitive business landscape.

DIGITAL continues to be committed to helping organizations build their competitive strength through the value of their intangible assets for the benefit of Canadians. As such, DIGITAL refreshed its external "IP and Data Strategy"[6] in the fall of 2023 to both support and guide members and project teams in respect of the importance of IP and data. DIGITAL's strategy is premised on the following 4 pillars:

1. **Developing Strong IP and Data Use Capacity:** IP are intangible assets that are protected through various legal means, primarily patents, trademarks, copyrights, and trade secrets. Securing appropriate IP rights and understanding the IP landscape can allow an organization to strengthen its competitive position, generate additional revenue, protect its brand identity, and help identify potential infringement risks. Similarly, data is a strategic asset that drives organizational growth, innovation, and competitiveness. Organizations that recognize and harness the value of their data are better equipped to adapt to changing business environments and thrive in the digital era.

2. **Supporting the Development of an IP and Data Strategy at the Member Level:** An IP and data strategy helps organizations protect their innovations that drive business value, leverage their intangible assets, and position themselves strategically in the market, leading to enhanced competitiveness, profitability, and long-term success. Embedded throughout DIGITAL's project application, evaluation, and contracting processes is DIGITAL's commitment to having its members develop effective IP and data strategies as they develop their project proposals and refine them throughout the project(s), once selected.

3. **Supporting the Development of an IP and Data Strategy at the Project Level:** DIGITAL takes no interest in or rights to, any Background IP, Foreground IP, Provided Data, or the data generated during the project ("Collected Data"). DIGITAL does take an interest in addressing potential IP issues at the outset of a project through a multi-party Master Project Agreement that ensures that project participants leverage IP for the success of the collaborators and that confirms that DIGITAL's co-investment will benefit Canadians more broadly.

4. **Investing in IP for the Benefit of Canadians:** DIGITAL is committed to building a future where Canadian organizations are global industry leaders in IP, and where Canadians benefit from the prosperity and growth that comes from

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[6] DIGITAL's IP and Data Strategy is available in both official languages on its [website](.).

creating and commercializing novel technology products and services. To support this objective, DIGITAL has developed and adopted policies designed to maximize the rewards for Canadians of taxpayer-funded research and development and the development and deployment of both tangible and intangible assets.

Through 2024/2025 DIGITAL will leverage its strong leadership track record in IP and data, specifically through supporting the development, deployment and leveraging of Canadian IP. For example, in 2024/25 DIGITAL will:

- **Provide members with value-add tools**, best practices and other resources related to the sharing of IP and data with at least two DIGITAL team members supporting Members with their IP and data literacy, protection, and sharing strategies. Prescribe how IP issues will be addressed if there is a change of control that involves a non-Canadian entity or entity that does not have substantial interests within Canada (including financial consequences). Require that project participants adhere to regulatory requirements related to data, and that they implement appropriate frameworks to ensure the safe, ethical, and responsible use of technology and data (e.g., engaging independent ethicists in project governance).

- **Host regular educational IP/data seminars** with experts from across the country bringing unique and practical experiences, expertise, and ideas to the fore.

- **Facilitate appropriate introductions to legal counsel and expert advisors** who are best suited to help members with their specific IP needs.

- Fund only the development of **Canadian-owned IP**.

- **Limit exclusivity arrangements** to only exceptional and justified circumstances.

- Require that members have **appropriate data-sharing agreements** in place.

- **Ensure project consortia have insurance and/or indemnities** that they can rely on in the event of a data breach.

"Having ongoing access to the DIGITAL IP advisory team has been invaluable to an SME like ours. This direct engagement has been instrumental in bringing clarity on issues related to IP protection, ownership, and licensing structures. Also, importantly, by virtue of supporting consortium discussions, DIGITAL catalyzed our commercial discussions and framework."

Peder Sande
CEO, ORX Surgical Inc.

> *"IP is the currency of the innovation economy, and DIGITAL aims to create a culture amongst businesses, researchers, and policymakers where IP is embraced as an important strategic and economic asset. As a steward of public funds, DIGITAL is committed to ensuring that IP advanced through its programs is leveraged for the benefit of Canadians and requires that all project-funded IP be owned and retained in Canada. DIGITAL provides education to bolster IP literacy across the country and facilitates access to expert resources to Canadian companies, so they have IP strategies that are aligned with their business objectives and enable commercial success."*

Karima Bawa
Strategic IP Advisor
to DIGITAL

Goals & Objectives 2024.2025

Focus

Our goals and objectives for this fiscal year are set against the backdrop of year one of the five-year term of Phase II funding from the Global Innovation Clusters Program. In fiscal 2024/2025 we will amplify our focus on growing competitive Canadian enterprises and the important role our projects and programs play in this endeavor, while also building on and learning from the foundational achievements we made in Phase I. We are also increasing our attention on building a sustainable business – beyond the core funding made available through the Global Innovation Clusters program – something that we started in 2019 with the diversification of investors in DIGITAL and which we will continue to drive in the coming year and beyond.

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

DIGITAL will advance our Technology Leadership portfolio in two priority areas of investment:

- **Human Health:** Building solutions that improve health outcomes, access to healthcare services, and which increase the sustainability of Canadian healthcare systems; and

- **Environmental Health:** Building solutions that increase the global competitiveness of Canada's natural resources companies (across forestry, mining, and agriculture) while reducing their environmental impact and carbon footprint.

Through the Technology Leadership programs DIGITAL will drive:

- The commercialization and adoption of new and innovative Canadian-owned health and natural resources offerings with potential of $2.5 billion of revenue by 2030.

- The scaling of 30 high potential, growth-oriented Canadian technology companies.

- To attract at least $120 million of matching investment from industry and other organizations.

- Identify and establish programmatic services and support focused on catalyzing the network effect of DIGITAL's ecosystem and exploiting potential commercial pathways, nationally and globally.

Throughout 2024–2025, DIGITAL will complete project contracting for the first allocation of GIC program funding for DIGITAL's Technology Leadership portfolio. DIGITAL will complete the onboarding of all projects. This will include establishing the project oversight and the Technology Leadership portfolio impact assessment framework with the collection of baseline information.

Objective 2: Advance the Capacity Building portfolio to deliver 2024 – 2025 goals and impacts.

DIGITAL will build on our experience and momentum to continue advancing ecosystem development that drives innovation and contributes to inclusive economic growth by:

- Advancing pan-Canadian digital workforce and talent development using rapid skilling systems to reduce the time and cost to make people job ready.

- Building leadership capacity to drive innovation initiatives Canadian industry needs in the transformation to a clean, digital economy.

- Supporting inclusive innovation in workforce development in rural, remote, Northern, and Indigenous communities.

In Phase II our project pipeline will cultivate projects focused on:

- Enabling 1,500 workers anywhere in Canada to **gain transferable skills and experiences to build career paths**, including reskilling into high-growth digital, green jobs in support of a "just transition" to a clean economy.

- Providing access to **inclusive career pathways to equity-seeking groups that reduce** barriers to opportunities in the digital, green economy.

- Developing creative leaders with the **skills needed to lead green, digital transformation initiatives and develop world-leading innovations.**

- **Helping employers acquire the digital talent** they need to meet their business goals and drive productivity.

- Creating and leveraging novel training content, learning technologies, competency frameworks and other **tools to optimize workforce development in Canada.**

- Growing the foundation to position Canada as global leaders in workforce development by seeking **international opportunities for growth and impact.**

Objective 3: Develop mission-driven programs in strategic arenas.

Mission Development Capacity

DIGITAL's response to the pandemic, was a focused mission driven COVID program where we mobilized a $100M innovation portfolio in a matter of weeks. This experience illustrated the value of DIGITAL's program architecture, collaborative network, and experience to tackle national challenges or capture major opportunities. DIGITAL's unique experience and the expertise developed through DIGITAL's COVID Program also demonstrated that the capacity to act with agility, resilience, and vision to respond to challenges is a key component of successful, enduring strategic innovation agencies like DIGITAL.

Against this backdrop of experience, resilience and agility, DIGITAL began to codify a methodology for the practice of mission-driven innovation and started promoting the development of a mission pipeline where we align our DIGITAL ecosystem's capabilities with potential new missions and begin the process of converting potential missions into funded initiatives.

Looking ahead, we see many economic and societal challenges where DIGITAL's mission-driven approach and experience can be leveraged. We are committed to developing mission-driven innovation programs that help accelerate the transformation to a low-carbon, healthy, digital economy. This includes supporting transitions of industries amid the accelerated AI-enabled digitization of the world. These are generational issues needing a coordinated response from multiple organizations and stakeholders. It's an ideal space for the use of collaborative, mission-driven innovation.

We've initiated our first programming in this area and will continue to incubate promising opportunities throughout the year.

Horizon AI

AI is a transformative force where Canada has a legitimate competitive strength on the global stage. Using earmarked funding from the PCAIS Commercialization Stream, we launched a new program, Horizon AI, focused on using AI as a force for economic development. Our approach is anchored in developing a high-potential commercialization pipeline, growing the AI talent pool, and positioning Canadian companies to lead in and define new and emerging market opportunities shaped by the power and potential of Applied AI. In addition, DIGITAL will explore business models, use-cases, and IP with a line of sight to what it takes to use AI in the commercial scale production of AI-enabled digital products and services.

This year, we will support the first cohort of projects to advance new product, service and technology offerings from our members and project teams. In addition, we will develop a global partnership pipeline in Horizon AI to attract follow-on program investments with the potential to grow the project portfolio value from $60M to $250M.

Housing Growth Innovation Lab

Housing accessibility and affordability is a crisis in Canada. With initial funding from the Government of BC of $9M over three years, DIGITAL is launching a Housing Growth Innovation Lab focused on using digital innovation to stimulate the rapid growth of housing production capacity to build more houses faster. Innovations will advance:

- Product and process standardization and optimization during design and pre-construction stages.
- Building scalable, collaborative service and supply chain partnerships using software, data and coordinated deliverables management; and
- Agile project teams tackling systemic challenges that act as friction points or barriers to growth.

This will unlock industry potential to grow housing, increase digital collaboration in the supply chain, mobilize knowledge to accelerate growth across multiple jurisdictions and grow Canadian companies in the housing construction supply chain.

Supporting Government of Canada Priority Missions

In addition, DIGITAL is committed to supporting Government of Canada priority missions in the following areas:

- **Greening the Economy.** DIGITAL's portfolio will contribute to a low carbon, digital future including but not limited to helping to decarbonize supply chains while making important contributions to essential elements of the economy including the Critical Minerals Strategy using geospatial data, sensors, and smart devices to find new deposits, while minimizing the carbon and ecological footprint of exploration activities.

- **Supply Chain Resilience.** DIGITAL's portfolio will explore technologies that provide additional flexibility in supply chains including technologies related to the expansion of autonomous vehicles in remote sites, teleoperations, managing remote work and resource optimization. We will also explore the use of digital twins and predictive analytics for disaster response, be it another pandemic or a climate-induced natural disaster.

Objective 4: Promote and help scale high growth-potential Canadian digital enterprises

Based on our selected areas of focus and new strategic arenas, DIGITAL will review our ecosystem to identify digital enterprises on a path to $100M in annual revenue by 2030 and then onwards to $1B or establishing strong global leadership in in a breakthrough/ novel product category.

DIGITAL will define a comprehensive approach needed to support and promote the identified high-growth potential digital enterprises. This will include but is not limited to:

- Where feasible and strategically aligned, engage, introduce, and include these enterprises as members of collaborative project teams.

- **Facilitate connections** between our member community and key ecosystem players including anchor firms, investors, and large enterprises that may support the growth of these enterprises.

- **Leverage our national and global partnerships to unlock new markets for these enterprises.**

- Continue to provide public relations and communications support such as award nominations, participation in key industry events, and introductions to global leaders (including governments).

- **Establish a platform to showcase these enterprises** through member and community events, social and other media channels.

- Continue to provide support around collaboration, governance, IP, and commercialization prowess.

Objective 5: Advance Indigenous Reconciliation

DIGITAL will continue to support the [Truth and Reconciliation Commission of Canada: Calls to Action](link) with deliberate efforts to include Indigenous participation in our governance, operations, membership, management systems and in the development of our projects.

- DIGITAL will outline and start to action an evergreen **Reconciliation Strategy** that helps foster fully inclusive opportunities in Canadian innovation for Indigenous populations.

- Across DIGITAL programming, we will continue to work with Indigenous organizations and businesses to **deliver digital solutions and skills that supports Indigenous communities and organizations** in pursuing priorities based on their unique needs. We will make deliberate efforts to include Indigenous participation in our programs.

- The DIGITAL team is committed to continue our journey towards reconciliation. We understand the significance of our role in creating an equitable and inclusive society. We will continue providing **skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism** to equip us is with the knowledge and tools to respectfully engage with Indigenous communities and individuals.

Objective 6: Diversify Our Investor Base

DIGITAL's COVID program demonstrated the value of the Global Innovation Clusters program as a delivery vehicle for policy and program goals. In 2024–2025 we will advance our program model and focus on missions to attract at least two new investors in programs.

Priority areas of interest by funding type include:

Public
- Continued engagement with the **BC government** through DIGITAL's Envision BC strategy, building on the success of Government of BC: Digital Housing Construction Initiative and the Canadian Tech Talent Accelerator.
- Engage other **Federal Agencies** outside of ISED that align with DIGITAL's program objectives.
- Engage other **Provincial Governments**, in mission specific programming in health, talent, and natural resources.

Private
- Continue to engage with **key multinational and global corporations** to identify longer-term opportunities aligning to current markets, Canadian strengths, and organizational goals.

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** that can direct investment from across the globe.

Objective 7: Advance Our Global Strategy

We will launch our Global Strategy in Q2 2024 with a focus on:

1. **Geography:** DIGITAL will actively utilize strong relationships in the Cascadia Innovation Corridor (from BC through Washington, Oregon, California, and south to Mexico). We'll also explore opportunities in Asia, especially with ASEAN nations.

2. **Member Focus:** DIGITAL's global plan aims to help members attract investment, form partnerships, and grow revenue in promising regions, with occasional ventures in other areas when beneficial.

3. **DIGITAL Opportunities:** Our plan also looks at partnerships with clusters or similar programs that can benefit DIGITAL, either in program delivery or data sharing. Advanced cluster programs in Europe, Asia, and Australia may offer mutual advantages.

Objective 8: Enhance Organizational Agility and Leadership Development

The DIGITAL team is the foundation and at the forefront of delivering results for our members, for DIGITAL, the Global Innovation Clusters program and for Canada. We are proud of the dedication, determination, resiliency, commitment to excellence, creativity, and raw talent across the diverse DIGITAL team members. In the coming year we will dedicate time and resources to grow the capacity, resilience, and results-obsession of our DIGITAL team while also focussing on collective and individual development. This will include comprehensive and ambitious individual and team development initiatives, succession planning, and career progression frameworks.

In anticipation of the evolution and expansion of DIGITAL's mandate, scope, and impact, we will evolve our organizational design, individual and group development plans, and succession plans.

Across the DIGITAL team we are excited about the DIGITAL's future. The future opportunities and expectations for DIGITAL create exciting opportunities and expectations for our team who will both shape and shepherd DIGITAL's ongoing success through their own individual and team success and growth.

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

Creating meaningful collaborations to support more competitive, innovative Canadian enterprises is central to DIGITAL's model. As a critical convener within British Columbia and Canada's economic ecosystem, DIGITAL plays a key role in bringing together industry, SMEs, innovators, government, and academia to advance ideas and develop commercial solutions to address collective challenges. DIGITAL's relationships with these key stakeholders provides opportunities for DIGITAL to fulfill our purpose, expand our pipelines, attract new investors, and facilitate collisions that create opportunities for our members and partners.

In 2024/25, DIGITAL will strengthen connections with our members and community partners. Through strategic partnerships, a robust approach to external DIGITAL events and increased engagement in public forums, DIGITAL will focus on continuing to build brand awareness, demonstrating our value among key partners, and building a network of DIGITAL champions.

This promises to be an exciting year as the DIGITAL team creates and leverages opportunities to be a recognized leader and enabler within Canada's top industries and among innovators, bringing energy to our brand and optimism and results leading to building a 'better Canada'.

Financials

Financial Summary FY2023.24

PLANNED EXPENDITURES

ISED Program	ISED Disbursement Profile for FY2023.24	Forecast Year Ending March 2024
ISI	23,000	23,000
GIC	14,113	17,515
PCAIS	11,050	12,019
NQS	1,158	1,232
Total	**49,321**	**53,766**

Operating Budget 2024.25

TABLE 1: PLANNED EXPENDITURES (C$ 000S)

Expenditures	GIC Phase I	GIC Phase II	PCAIS	NQS	ESDC	Total
Program Expenses	-	24,630	7,800	1,300	7,399	41,129
O&A Expenses	-	3,113	750	158	-	4,021
Total	**-**	**27,743**	**8,550**	**1,458**	**7,399**	**45,150**

TABLE 2: Anticipate Revenues for 2024-2025 (C$ 000S)

	GIC Phase I	GIC Phase II	PCAIS	NQS	Other	Total
Industry Contribution towards Eligible Project Costs	7,142	53,291	28,945	4,271	-	93,649
Project Management fees	-	6,927	2,964	329	-	9,540
Conference and Sponsorship	-	-	-	-	-	-
Membership and registration fees	-	-	-	-	363	363
Other government contribution	-	-	-	-	8,699	-
Interest income					60	60
Total	**7,142**	**60,218**	**31,229**	**4,600**	**423**	**103,612**

TABLE 3: ISED CASH FLOW REQUIREMENTS (C$ 000S)

Incoming Cash	
GIC Phase I Contribution	-
GIC Phase II Contribution	27,743
PCAIS Contribution	8,550
NQS Contribution	1,458
Total Items involving Cash	**37,751**

Risk Assessment and Mitigation Measures

With respect to the 2024.25 Corporate Plan, risks and mitigation measures are summarized as follows:

Key Risk	Mitigation
Economic climate and supply chain disruption impact to project teams' ability to deliver program commitments, including budget.	DIGITAL to continue to monitor and assess projects delivery and impact. DIGITAL to deploy Phased Gate approach that ensure stronger oversight and ability to reallocate funds within the program, and if necessary, exit a project. DIGITAL to use change management practices, project top-ups and feasibility projects to divert resources including funding to projects demonstrating ability to deliver on project and Phase II commitments.
Reputational risk associated with commercial offerings supported by DIGITAL not meeting real-world market expectations.	DIGITAL to ensure communications and public relations messaging support the reality that innovation is risky and not all products and services developed will be successful. DIGITAL to ensure communications and public relations messaging is clear that DIGITAL does not own or take any stake in the commercial offerings developed via the projects we support.
Cyber-attack on a member or DIGITAL system that compromises our records.	To address the risk of a cyber-attack on a member or DIGITAL system that compromises our records, DIGITAL has adopted two main strategies: 1. Policy development and training: This includes the creation of comprehensive IT/security policies and an incident response plan, supplemented with regular operational readiness exercises. Additionally, DIGITAL is enhancing its employees' cybersecurity awareness through regular training programs offered by KnowBe4. 2. Technical safeguards and monitoring: DIGITAL, in collaboration with AMG Services, is fortifying technical defenses by deploying tools on corporate laptops, conducting phishing tests, maintaining strict email security protocols, staying on top of upgrades, and continuously aligning with Microsoft 365 security best practices.
Key employee attrition.	DIGITAL is developing comprehensive succession planning that will include. identifying critical roles and preparing clear successors for unplanned and planned short-term, long-term and /or permanent departures. This approach fosters a culture of growth and opportunity, contributing to employee development, progression, satisfaction, and retention.
Pressure on public finances resulting in a reduction in federal government investments.	Continuous engagement with key stakeholders to build learning, appreciation and support for DIGITAL's value and impact. Effective marketing to the innovation community to ensure a full pipeline of co-investment opportunities. Develop and implement a plan to diversify investors. Prudent approach to budgeting.

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 has been addressed through the filing of a voluntary disclosure. GST/HST has been remitted since the filing. Potential liability as of March 31st, 2024, is estimated to be about $400K.

Conclusion

Every day, DIGITAL's team, members, and community partners embody our core values: **Bold. Collaborative. Results-focused**. Together, we are on a joint mission to foster innovation, advance the nation's digital transformation, and enhance the competitiveness of Canadian enterprises.

Reflecting on the past year, we have made tremendous strides in these endeavors. We've contributed to better human health and more sustainable environmental practices and cultivated a digitally skilled workforce prepared for the challenges of the digital world.

Looking forward, we're fueled by the momentum of our achievements. With a commitment to our mission and drawing on the valuable lessons learned over the past five years, we are poised to continue to enable world-class innovations and opportunities through our expanding array of programs. A deliberate effort to grow our community, amplify the impact of our organization and our members, and forge new partnerships will be pivotal as we increase our focus on building a sustainable innovation enterprise, serving Canadians into the future.

Through our proven mission-driven, collaborative innovation model, we remain dedicated to bringing together diverse people and organizations to address some of society's and industry's most pressing challenges, achieving results that surpass what any single organization could accomplish alone. As we look ahead, our commitment remains unwavering: delivering rapid impact and **staying ahead of the curve.**

APPENDIX

DIGITAL's Funding Sources 2017 – present

Funding	
Phase I	Originated as one out of five independent not-for-profits funded through the Government of Canada's 'Innovation Superclusters Initiative' in 2017, our Phase I (2018-2024) contribution agreement mandate of $173M focused growing new companies, equipping Canadians with the knowledge and skills for the jobs of the future, attracting private investment and generating meaningful economic activity that leads to prosperity for Canadians.
Phase II	Rebranded to the Government of Canada's 'Global Innovation Clusters' program, our Phase II (2023-2028) contribution agreement mandate of up to $125M focuses on expanding our global presence and collaboration in order to deepen our impact, fight climate change, build more resilient supply chains, and support the growth and scale-up of Canadian companies.
Pan-Canadian AI Strategy	Under a $30M investment from the Commercialization Pillar of the federal Pan-Canadian AI Strategy (PCAIS), we are seeking to capture Canada's economic potential for applied AI through specialized programming focused on emerging market opportunities, talent development and the commercialization of AI.
Canada's National Quantum Strategy	DIGITAL is leveraging funding from Canada's National Quantum Strategy to spur $30M of new investment in key categories of quantum technologies. Our programming is focused on alleviating critical business problems with pilot solutions and engaging target adopter customers within commercial applications including safety and security; operations and logistics; and material and chemical discovery.
Employment & Social Development Canada (ESDC)	$23M of investments from ESDC's Sectoral Workforce Solutions Program, Skills for Success Program and the Community Workforce Development Program were focused towards workforce development initiatives and increasing connectivity in communities coast-to-coast-to-coast across Canada within our Digital Learning Lab programming. The creation of an artificial intelligence-enabled digital workforce development hub, The Digital Pathways Platform; competency frameworks for digital skills; and training and resources for job-seekers were also developed as complementary to developing a more adaptable digital workforce in Canada.

Funding	
Province of British Columbia	Investment of $1.5M/year for five years across our operations resulted in over $250M in total project investment across 69 B.C.-led projects. A $7M investment specifically in our talent and skilling programming resulted in over 4,500 British Columbians trained and place in in-demand jobs in just under 3 years. In 2023, we received a $9M investment from the Government of British Columbia to harness data-driven digital innovation to help grow housing production capacity.
Our Partners & Members	We are proud to have the confidence of Canada's private sector, academia and public institutions across numerous industries, resulting in more than $320 million over five years co-invested in DIGITAL projects from more than 701 participating partners.