



2024-25



Digital Research
Alliance of Canada

Annual Report

Funded by the
Government
of Canada

Canada 

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About the Alliance

The Digital Research Alliance of Canada (the Alliance) is a national not-for-profit membership-based organization playing a central role in helping to advance the establishment of a researcher focused, accountable, agile, strategic and sustainable digital research infrastructure (DRI) ecosystem for researchers in Canada.

Established in 2019, the Alliance works with DRI partners and community members across the country to fulfill its mandate to coordinate, operate and fund activities in advanced research computing (ARC), research data management (RDM) and research software (RS), and to advance the national DRI Strategy.

The Alliance's Members include over 100 of Canada's top universities, colleges, research hospitals and institutes, and other leading organizations in DRI. By working closely with local, regional and national partners, the Alliance will ensure that researchers across disciplines have access to the digital tools, services and infrastructure they need to conduct cutting-edge research.

The Alliance is funded by the Government of Canada through Innovation, Science and Economic Development Canada (ISED).

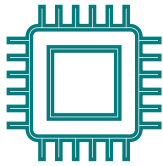


Our mandate



National leadership

Strengthen Canada's national research capacity by demonstrating leadership in ARC, RDM and RS, growing infrastructure and services, and enabling broader adoption across the research community.



National services and operational excellence

Deliver secure, reliable and high-performing national services that evolve and scale to meet the needs of researchers across Canada.



Ecosystem collaboration

Foster strong national and international partnerships to enhance collaboration, share expertise and strengthen Canada's DRI ecosystem.



Workforce readiness

Develop the workforce, enhance inclusive participation and implement training programs to attract and retain the talent needed for a sustainable and innovative research ecosystem.

Mission

As a trusted and inclusive partner, the Digital Research Alliance of Canada fosters national and global collaboration to provide researcher-centric, sustainable and integrated digital research infrastructure.

Vision

To catalyze world-class Canadian research for the benefit of all.

Values

Heartfelt humility

We cultivate safe spaces through mutual recognition and respect

Fearless engagement

We seek out new perspectives and celebrate alternate viewpoints

Unwavering honesty

We act with integrity

Steadfast accountability

We honour our commitments and outcomes

Authentic collaboration

We build dynamic relationships

Guiding principles

To ensure we meet the long-term DRI needs of Canada and to help deliver on our mission, we are guided by six principles:

Researcher-centric

Striving for excellence

Collaborative

Service-oriented

Accountable and transparent

Diverse and inclusive

Message from the Chief Executive Officer

On behalf of the Digital Research Alliance of Canada, I am pleased to share our 2024–25 Annual Report, which highlights our achievements in supporting Canadian researchers through national digital research infrastructure. As we mark the completion of our first five-year mandate, we reflect on and celebrate the work we have accomplished with our Members, partners and community. We continue to advance the national Digital Research Infrastructure Strategy and bring the community together to support research excellence. Rooted in our mission to foster national and global collaboration for a researcher-centric, sustainable and integrated DRI, we laid the groundwork for a future focused on the ever-changing needs of Canadian researchers.

Our first five-year mandate was a time of change, with significant strategy, collaboration and investments for the benefit of Canadian researchers. In 2020, we launched the first Canadian DRI needs assessment to help set our priorities. Building on this, we developed national strategies that laid the foundation for our 2022–25 Strategic Plan, which centred on advancing equity, collaboration and innovation for the benefit of all. In 2023, we were awarded \$228.3 million from Innovation, Science and Economic Development Canada for DRI initiatives to directly benefit Canada's researchers. By mobilizing these investments, we set the stage to leverage quantum computing technology, strengthen cybersecurity, advance data sovereignty and security, and drive powerful data discovery. In June 2024, we signed a \$34.7 million contribution agreement with the National Research Council to deliver critical astronomy research infrastructure. In the 2024 Fall Economic Statement, the Government of Canada announced \$83.6 million to the Alliance as part of the national Canadian Sovereign AI Compute Strategy, supporting our work to meet the evolving needs of researchers while helping to ensure Canada's AI sovereignty.

With these achievements in mind, it is with ambition and optimism that we look to the future; through our renewed five-year mandate, we will provide national leadership in DRI, deliver exceptional research services, foster collaboration, and strengthen national DRI talent. We will continue to advance the infrastructure needs of Canadian researchers, including critical work in sovereign AI compute, national data management, and more. Our work is made possible by the Government of Canada, as well as our Members, Researcher Council and Board of Directors. We are grateful for their continued collaboration, support and investment.

A handwritten signature in black ink, appearing to read "George Ross", with a stylized, flowing script.

George Ross
Chief Executive Officer



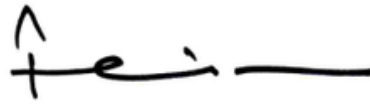
Message from the Chair of the Board

On behalf of the Board of Directors, it is my pleasure to present the Digital Research Alliance of Canada's 2024–25 Annual Report. Since the establishment of our inaugural Board in 2020, we have taken great pride in working with Alliance leadership, staff and the community to advance digital research infrastructure, steward national investments, guide our inaugural Strategic Plan and strengthen our mission in support of a researcher-centric, sustainable and integrated DRI.

Reflecting on the accomplishments of the Alliance's first five-year mandate, it is clear that through thoughtful engagement, open collaboration and strategic investments, we can accomplish great things. Guided by the priorities of our 2022–25 Strategic Plan and the insights of our Researcher Council and Members, our collective efforts have ensured that researchers have access to the tools and technologies needed to drive discovery with global impact. As a steward of public investments, we have ensured that federal and provincial funding for DRI is leveraged for maximum impact on the research community. This includes a two-year investment of \$228.3 million to support national DRI, \$34.7 million to deliver critical astronomy research infrastructure, and a recent investment of \$83.6 million as part of the national Canadian Sovereign AI Compute Strategy. These investments reinforce our commitment to strengthening DRI and positioning Canada as a global leader in research and innovation.

Our achievements would not be possible without the ongoing support of our Members and the Government of Canada. On behalf of the Board, we extend our gratitude for their continued investment and shared vision for the future of research excellence in Canada. We also extend a special thank-you to our Chief Executive Officer, George Ross, who has built the Alliance and positioned us to champion a Canadian research ecosystem that is competitive, secure and forward-looking. Looking ahead to the Alliance's renewed five-year mandate, the

Board remains committed to strong governance, ethical stewardship and transparent decision-making. As we continue to provide national leadership in DRI, we will uphold our responsibility to ensure a strong, equitable and sustainable research ecosystem in Canada.



Feridun Hamdullahpur
Chair, Board of Directors



Board of Directors

Our Board of Directors is committed to driving our mission, vision, values and guiding principles, developing our strategic priorities and overseeing compliance. Directors reflect the geographic and linguistic diversity of Canada as well as the complexity of the DRI ecosystem, and are committed to upholding the principles of equity, diversity, inclusion and accessibility (EDIA).

The Alliance’s 2024–25 Board of Directors

Feridun Hamdullahpur, Chair

Chris Lumb

Gail C. Murphy, Vice-Chair

David MaGee

Larry Alford

Edward McCauley

Karen Barnes

Kelley McKinnon

Philippe Beaudoin

Roya Rezaie

Connie Bonello

Jeffrey Taylor

Donna Bourne-Tyson

Amol Verma

Guillaume Bourque

Luc Vinet

Donna Janiec

Martha Whitehead

Researcher Council

Our Researcher Council plays a critical role in guiding the development of a researcher-centric DRI ecosystem. Members of the Researcher Council reflect the diversity of cultures, languages, identities and experiences of the research community, as well as academic disciplines and institutions, ensuring that researcher voices are well-represented in our work.

Amol Verma, Chair

Unity Health Toronto

François Claveau

Université de Sherbrooke

Catherine Lovekin

Mount Allison University

Carolyn Côté-Lussier, Vice-Chair

Institut national de la recherche scientifique

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University of Toronto

Bruno Blais

Polytechnique Montréal

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McGill University

Randall Sobie

University of Victoria

Emmanuel Château-Dutier

Université de Montréal

Erika Goble

NorQuest College

Harriet M. Sonne de Torrens

University of Toronto
Mississauga

Digital research infrastructure by the numbers

As of March 31, 2025



National ARC platform

Regional partners

ACENET

BC DRI Group

Calcul Québec

Compute Ontario

Prairies DRI

5

National host sites

24,349

Total active users

38

Partner universities

6,150

Active academic PIs

Active users by discipline

Astronomy **683**

Biological and Life Sciences **4,909**

Business **248**

Chemistry and Biochemistry **1,856**

Computer and Information Science **4,274**

Engineering **4,131**

Environmental and Earth Science **1,381**

Humanities **243**

Mathematics and Statistics **1,178**

Medical Science **2,205**

Physics **1,977**

Psychology **421**

Social Science **500**

Federated Research Data Repository

589

Published datasets

334 TB

Data deposited

15

Special collections

594

Registered researchers

10,096,084

Files downloaded

Borealis

86

Subscribing institutions

22,391

Datasets published



FRDR

Federated **Research**
Data Repository



borealis



lunaris



Lunaris

105,411

Total datasets

164

Source repositories

18,972

Mapped datasets

DMP Assistant

19,963

Registered researchers

137

Registered organizations

16,363

DMPs created

DataCite Canada Consortium

84

Total current member organizations

105

Total current repositories

28,408

DOIs registered in 2024–25

739,996

Total DOIs registered



Community participation

- @Risk North 3, Gatineau
- Canadian Genomics Summit 2025, Ottawa
- Canadian Institute for Arctic Security, Whitehorse
- CANHEIT 2024, Halifax
- CSPC2024, Ottawa
- EuroHPC Summit 2025, Kraków
- IASSIST & CARTO 2024, Halifax
- International Digital Curation Conference, The Hague
- National Collaborative Research Infrastructure Forum, Canberra
- RDA 23rd Plenary Meeting, San José
- SC24, Atlanta
- Team Canada Trade Mission to Australia, Sydney

National and international partnerships

Formal Canadian partners

- Alberta Machine Intelligence Institute (AMII) - PAICE investments
- Canadian Institute for Health Research (CIHR)
- Canadian Research Knowledge Network (CRKN)
- Canadian Institute for Advanced Research (CIFAR) - PAICE investment
- First Nations Information Governance Centre (FNIGC)
- Mila – Quebec Artificial Intelligence Institute – PAICE investment
- National Research Council Canada (NRC)
- Pan-Canadian Genome Library (PCGL)
- Statistics Canada
- Vector Institute – PAICE investment

Canadian partners representing international organizations

- DataCite Canada
- ORCID-CA
- RDA in Canada

Formal international partners

- Australian Research Data Commons (ARDC)
- Coalition for Academic Scientific Computation (CASC)
- CSC Finland
- European Open Science Cloud (EOSC) Association
- Digital Preservation Coalition
- Hyperion/HPC User Forum
- Korea Institute for Scientific and Technical Information (KISTI)
- Research Data Alliance (RDA)
- Research Software Alliance (ReSA)
- San Diego Supercomputing Center
- World Data System – International Technology Office (WDS-ITO)

International initiatives

- CODATA
- DataCite
- Global Biodata Coalition (GBC)
- National Institute for Standards and Technology (NIST)
- Society of Research Software Engineering (SocRSE)
- WDS International Program Office (WDS-IPO)

Financial matters

Investment policies, standards and procedures

For the Statement of Investment Strategy and the Investment Policy, as approved by the Board of Directors, please refer to Appendix A and Appendix B respectively.

Audited financial statements

Audited financial statements for the year ending March 31, 2025, were prepared in accordance with generally accepted accounting principles and approved by the Board of Directors. For the Audited financial statements, please refer to Appendix D.

Funding received

The Alliance follows the deferral method of accounting for contributions. Funding designated for the Alliance's mandate is recorded as deferred funding when received and recognized as revenue when the related expenses are incurred.

Through the Digital Research Infrastructure ("DRI") contribution agreements, the Alliance received \$161,105K in funding from ISED in fiscal year 2024–25 and carried over \$9,592K from the previous fiscal year. Of that amount, \$167,313K was spent on eligible costs and thus recognized into revenue.

Through the Dedicated Computing Capacity for Artificial Intelligence ("AI") contribution agreement, the Alliance received \$22,004K in funding from ISED in fiscal year 2024-25 and carried over \$1,553K from the previous fiscal year. Of that amount, \$21,496K was spent on eligible costs and thus recognized into revenue.

Through the Expansion of the Canadian Advanced Network for Astronomical Research ("ExCANFAR") contribution agreement, the Alliance received \$1,985K in funding from NRC in fiscal year 2024-25 and carried over \$1,800K from the previous fiscal year. Of that amount, \$1,973K was spent on eligible costs and thus recognized into revenue.

[in \$K] Revenue sources	Deferred from 2023-24	Cash received 2024-25	Revenue recognized 2024-25
ISED - DRI	9,592	161,105	167,313
ISED - AI	1,553	22,004	21,496
NRC - ExCANFAR	1,800	1,985	1,973
Membership fees	-	609	609
Interest income	-	1,240	1,240
Other revenue	-	298	298
Total	12,945	187,241	192,929

Expenses

The following table presents the amount of the contribution directed towards eligible costs in the fiscal year, detailed by category of eligible activities.

[in \$K] Eligible activities	DRI program expenses	AI program expenses	ExCANFAR program expenses	National services expenses	Mgmt and admin. expenses	Other expenses	Total expenses
Leading and coordinating the governance of the DRI ecosystem	-	-	-	3,336	-	-	3,336
Infrastructure acquisitions and operations	135,741	21,496	1,973	1,307	-	290	160,807
Resource allocations	-	-	-	970	-	-	970
Support for highly qualified personnel	11,153	-	-	169	-	1,033	12,354
National data management activities	3,438	-	-	1,728	-	200	5,366
National research software activities	922	-	-	-	-	-	922
Cybersecurity	976	-	-	885	-	-	1,861
Management and administration	-	-	-	-	6,688	10	6,698
Total	152,230	21,496	1,973	8,395	6,688	1,532	192,315

Leveraged funding

The following table presents the amount of funding leveraged from other sources in the fiscal year to support eligible activities and eligible projects.

[in \$K and %] Expenses categories	Expenses		Leveraged funding		Total
DRI program expenses	152,230	50.1%	151,613	49.9%	303,843
AI program expenses	21,496	58.6%	15,179	41.1%	36,675
ExCANFAR program expenses	1,973	100.0%	-	0.0%	1,973
National services expenses	8,395	100.0%	-	0.0%	8,395
Management and administration expenses	6,688	100.0%	-	0.0%	6,688
Total	190,782	53.4%	166,792	46.6%	357,575

Objectives, activities and results

Objectives and activities in 2024–25

Our 2024–25 initiatives and activities were a continuation of ISED's \$228.3-million two-year investment and focused on upgrading critical infrastructure as well as improving DRI services, access and functionality.

Advanced research computing

Renewal of aging ARC and cloud infrastructure

Existing compute capacity meets less than half of CPU and a quarter of GPU requests from Canadian researchers annually. Working closely with hosting universities and provinces, the five national systems were upgraded.

- National Host Sites undertook the design, procurement and installation of new systems, and completed infrastructure upgrades for cooling and power, as well as unit tests. Full acceptance testing is in progress with all systems aiming to be in production and available to researchers by July 2025.
- The Resource Allocation Competition was extensively revised to allocate resources on the various types of hardware in the new systems.
- Researchers received regular communications about outages and progress.

Data centre capacity upgrade

The Data Centre housing the national systems Béluga, Béluga Cloud and Narval has almost reached its maximum electrical capacity. We are committed to upgrading the capacity that supports the national systems while working closely with Calcul Québec, McGill University, École de Technologie Supérieure (ETS) and the province of Québec. Electrical capacity will be boosted to 5.0MW, encompassing the installation and linking of an extra transformer, switchboard, cooling units and other necessary components.

Supporting researchers using quantum computers

As an emerging technology, quantum computing is rapidly evolving, and adoption is increasing. We partnered with the Quantum Algorithms Institute (QAI) and Calcul Québec to invest over \$1.8 million to strengthen quantum computing expertise across Canada. This funding supported advanced training, including D-Wave's Quantum Computing Training at QAI, and expanded access to cutting-edge quantum tools for researchers, including MonarQ, Calcul Québec's new quantum computer.

Alliance Cloud Connect Pilot Program

The Alliance Cloud Connect Pilot (ACCP) developed a single portal for researchers to access on-demand key commercial and community cloud services. The ACCP facilitated research funder and institutional interest in the use and provision of cloud services and set the stage for our provision of a hybrid cloud service that simplifies access to compute, storage and software, and allows for focused research and innovation. We are evaluating the feedback received from 15 researchers who participated in the pilot project to inform future plans.

Research data management

Stabilization and growth of the DMP Assistant

Enhancements to the DMP Assistant include enabling machine-actionability, improving the user interface and integrating into Alliance infrastructure. These upgrades aim to fortify the service and ensure heightened stability, security and scalability. To date, uptake by Canadian researchers has been very successful.

- Significant updates to the platform include implementing single sign-on to allow for the use of institutional identities, as well as social identities provided by Google, Microsoft and ORCID.
- Substantial work was undertaken to improve security for user accounts and critical infrastructure.

- Planning for migration to modern, national infrastructure was well ahead of schedule by the end of the fiscal year, with a successful test deployment on the new infrastructure and a plan for migration of the platform to take place in May 2025.

Expansion of Lunaris

The expansion of Lunaris continues, with enhancements that will broaden discovery features, further breaking down data silos in local repositories and forging alliances with more research organizations.

- A metadata harvesting strategy was executed and the number of harvested repositories increased to 164.
- The Lunaris User Community Group launched to solicit community feedback and use cases for service improvements.
- A comprehensive review of Lunaris' metadata harvesting process was completed, ensuring that Lunaris' metadata records are complete and correct.

Controlled Access Management for Research Data

The Controlled Access Management for Research Data (CAM) initiative continues to advance controlled access management for sensitive and restricted-access research data, which is needed to support new and emerging standards and mandates from funders and publishers regarding data deposit and re-use.

- Collaboration was facilitated between the Federated Research Data Repository (FRDR) and the Université de Montréal on a pilot for FRDR's repository encryption technology.
- Recommendations aimed at advancing controlled access management in Canada were collaboratively developed with 29 partner organizations. This work is continuing into the next phase of the initiative.

Equity, diversity, inclusion and accessibility

The Alliance continues to embed EDIA principles across its operations using our EDIA Framework, which guides initiatives in the areas of partnerships, service delivery, funding and workforce environment. This year, a key focus has been on deepening our understanding and integration of Indigenous Teachings, including ongoing support for OCAP® training as part of our onboarding process. We expanded accessibility reviews across our service offerings and community-facing resources, introduced additional internal disability awareness training and continued to grow our French Language Program.

DRI EDIA Champions Pilot Program

This year also marked the launch of the DRI EDIA Champions Pilot Program, which aimed to promote more equitable DRI for all Canadian researchers. An open funding call was launched to increase DRI uptake and engagement among under-represented groups in research and higher education. The call followed a similar format to our 2022–23 Data Champions Pilot and supported participants with the training and tools to build capacity within their communities. The call attracted 150 applications from graduate and postgraduate students across diverse disciplines and institutions nationwide. Through a merit-based review, 82 early-stage researchers were awarded funding in September. These Champions went on to promote awareness and uptake of national DRI tools and services to an estimated 7,000 to 11,500 equity-deserving researchers. Notably, 96% of Champions completed OLS Open Science training, and a national virtual networking event was held in February to support peer engagement. Program activities concluded on March 31, 2025.

Self-determination and data sovereignty for Indigenous Peoples in Canada

Funding program supporting Indigenous data sovereignty

The funding program supporting Indigenous Data Sovereignty aims to support Indigenous-led work in advancing Indigenous Data Sovereignty, including equitable access to DRI for Indigenous researchers and communities.

- The First Nations Information Governance Centre (FNIGC) developed and completed a project aimed at reviewing research practices and institutional processes that impact First Nations Data Sovereignty.
- This project led to the gathering of valuable knowledge and the development of skill-sharing relationships. It also enabled focused efforts on knowledge sharing, as well as FNIGC participation at the Global Indigenous Data Sovereignty (GIDSov) Conference.

National DRI

Cybersecurity Framework and Long-Term Action Plan

The LTAP cybersecurity program is designed to implement key initiatives outlined in the Cybersecurity Framework (CSF). This framework encompasses a roadmap for achieving future cybersecurity goals, including analyses of current and desired states, organizational structural changes, governance updates, policies and technology implementations.

- A vulnerability scanning solution was implemented.
- Over 18,000 researchers enrolled in multi-factor authentication, enhancing account protection on national systems and services.
- Multiple cybersecurity policies and standards were developed and published.
- A cybersecurity training and awareness program was launched.

Ecosystem alignment and responsiveness

DRI advisory structures enable agile responses to operational issues, offer advice on business cases, investments and project priorities, and facilitate transparency for long-term co-investment planning. They also contribute to high-level strategies and goals aligned with the Government of Canada.

- Two key advisory tables were established: the Program Administration Advisory Table, for program administration and planning matters; and the Operations Management Committee, to coordinate activities and ensure operational transparency.

National service delivery

National help desk

Work to standardize and streamline ticketing services was deferred due to continued planning for an IT service management system as well as a comprehensive service catalogue and training portal.

National service management and continuous improvement

This initiative reinforces our commitment to delivering top-tier services across all facets of DRI.

- A comprehensive analysis of our services was completed in collaboration with our regional and host site partners.
- A review of available tools and frameworks was completed, providing a foundation for streamlined operations, enhanced user experiences and ongoing optimization.
- An IT service management system is being selected.

National DRI Service Catalogue

The DRI Service Catalogue will help to enhance the visibility, discoverability and use of national DRI services and resources.

- A new service classification and structure was established based on a series of consultations with service delivery partners.
- Existing documentation and resources on the Alliance website are being consolidated under the new classification structure.
- The web interface is currently being developed and design with expected launch in summer of 2025.
- Upcoming work includes validating user experience with researchers, launching the catalogue, and continuing to coordinate with partners for seamless integration with institutional offerings.

Training and development

Development of the National DRI Training Framework

Several training initiatives are underway to enhance support for the DRI community.

- A new training portal to replace the Alliance Training Calendar was developed, with version 1.0 scheduled for release in the first quarter of 2025–26. This first version will connect Canadian researchers with DRI training events.
- As part of our commitment to fostering advanced training opportunities, ten Canadian researchers in high performance computing received Alliance funding to attend the 2025 International HPC Summer School (IHPCSS).

Extending user support

Through this initiative, we enabled targeted staffing in under-resourced areas, strengthening the capacity to address evolving researcher needs.

- In collaboration with regional partners, we proposed hiring additional support staff, who are critical to the delivery of high-quality service.
- Notices of award were issued and executed with participating regions for the allocated support positions, and 20 of the 26 allocated positions were successfully filled.
- Following an extensive workforce planning exercise, we revised our original plan and will continue to work with regional partners to identify roles that best meet the needs of the community and align with our strategic vision for Canadian DRI.

National and international engagement

Maintenance and expansion of partnerships

We continued to collaborate and formalize partnerships with national and international peers.

- A new agreement was signed with the Australian Research Data Commons to share expertise for the promotion, development and use of DRI. Alliance CEO George Ross and ARDC Deputy CEO Dr. Adrian Burton signed the agreement in Sydney, Australia.
- Ongoing discussions with the UK Department of Science, Innovation and Technology on the topic of bilateral collaboration on AI infrastructure investment.

Pan-Canadian AI Strategy

Dedicated computing capacity for Artificial Intelligence Contribution Program

Support continued for the Pan-Canadian AI Strategy through the coordination of procurement, installation and initial operations of new compute resources for AI researchers.

- The three Pan-Canadian AI Compute Environment (PAICE) clusters, Vulcan at Amii, TamIA at Mila and Killarney at Vector, are now integrated with our key services. We provided the institutes with common mechanisms for user login including multi factor authentication, documentation, security and job scheduling. These systems met the functionality requirement for the 2024–25 fiscal year.
- A cybersecurity roadmap will be implemented.

Expansion of the Canadian Astronomy Network for Advanced Research (ExCANFAR)

We facilitated the establishment of a Canadian regional centre that gives astronomers access to data from the Square Kilometer Array Observatory (SKAO) and other astronomy facilities, and continue to provide dedicated storage, computing capacity and services to support Canada's participation in SKA.

- The first round of hardware was deployed at Arbutus, University of Victoria, establishing Arbutus as the primary site for the Canadian SKA Regional Centre (CANSRC) and enabling Canada to participate in version 0.1 of the global SRCNet.
- A second round of hardware was procured and will be operational in July 2025.
- Three staff members dedicated to ExCANFAR joined the Arbutus team to support the new and growing contributed system.

Objectives and activities in 2025–26

Looking forward to the fiscal year 2025–26, our key programs and initiatives include:

- Ongoing operational and strategic support for the delivery of national ARC and RDM services and programs.
- Strengthening collaboration and alignment within Canada's DRI ecosystem through regular engagement and consultation across all ecosystem partners.
- Responding to the Canadian AI Sovereign Compute Infrastructure Program investment opportunity, in accordance with program details from ISED.
- Addressing near-term AI-compute needs of Canadian researchers and advancing the short-term Canadian Sovereign AI Compute Strategy through accelerated AI investments.
- Laying the foundation for a cohesive, secure and interoperable Canadian research data ecosystem by initiating the development of an integrated National Data Platform, inclusive of domain-specific National Data Spaces.
- Increasing the discovery and use of national DRI resources and services through the launch of the Alliance Service Catalogue.
- Supporting the development of reusable, high-quality, Canadian research software through investments in new and existing software platforms.
- Continuing to advance the security of the DRI ecosystem through investments in tools, technologies, policies, education, training and awareness programs and services.
- Developing and delivering a national training strategy and action plan to support researchers in using and leveraging Canada's DRI.
- Developing a partnership strategy focused on national and international collaboration that will benefit Canada's research community.

Further details are available in our [2025–26 Corporate Plan](#).

Criteria applied to select eligible projects

Project proposals are reviewed relative to the mandatory and evaluative criteria for each program. Evaluation of proposals relative to these criteria constitute the basis for the decision of whether a project receives funding from the Alliance. Projects that fail to meet the mandatory criteria or fail to meet the evaluative criteria to an acceptable degree are not funded.

The Alliance's [Program Guide for Contribution Funding](#) details eligibility requirements, application and evaluation processes, and the administration and oversight of projects that are awarded funding.



Eligible projects and funding

ARC infrastructure acquisitions and operations, support for highly qualified personnel and cybersecurity

ARC regional support (2024–04 to 2025–03)	
Funding was provided for regional operations and highly qualified personnel in 2024–25, including 17 new roles in 2024–25. Highly qualified personnel fill a variety of roles including cybersecurity.	
Institution	Awarded in 2024–25
Brock University	\$134,253
Calcul Québec	\$141,640
Compute Ontario	\$50,400
Concordia University	\$113,400
Dalhousie University	\$396,490
HEC Montréal	\$29,250
McGill University	\$4,430,750
McMaster University	\$301,521
Memorial University of Newfoundland	\$636,643
Polytechnique Montréal	\$56,700
Queen’s University	\$720,663
Saint Mary’s University	\$75,119
Simon Fraser University	\$3,034,286

St. Francis Xavier University	\$426,086
The Hospital for Sick Children (SickKids)	\$607,292
Université de Moncton	\$82,189
Université de Montréal	\$771,525
Université de Sherbrooke	\$750,870
Université du Québec à Montréal	\$126,000
Université Laval	\$517,725
University Health Network	\$702,568
University of Alberta	\$424,097
University of British Columbia	\$1,284,961
University of Calgary	\$380,574
University of Guelph	\$280,969
University of Manitoba	\$317,913
University of New Brunswick	\$98,009
University of Ontario Institute of Technology	\$68,333
University of Prince Edward Island	\$90,330
University of Saskatchewan	\$233,105
University of Toronto	\$3,874,633

University of Victoria	\$1,774,680
University of Waterloo	\$1,355,243
University of Western Ontario	\$710,240
University of Windsor	\$60,058
Wilfrid Laurier University	\$71,515
York University	\$62,769
Total	\$25,192,799

ARC infrastructure refresh and data centre upgrade (2023–04 to 2025–03)

Funding was awarded in 2023–24 to the five national host sites to upgrade their infrastructure. Funding was also awarded to McGill University to complete a data centre upgrade, providing enhanced power and cooling capacity for the new systems and future demand. The national host sites issued RFPs for their projects in 2024. Necessary infrastructure upgrades were carried out, and equipment was delivered. The new systems are currently undergoing stress testing and are being configured with our standard software environments. They are expected to be accepting researchers by early July 2025.

Institution	Awarded in 2023–24 (for multi-year projects active in 2024–25)	Awarded in 2024–25
McGill University	\$26,537,500	
Simon Fraser University	\$40,946,000	\$579,000
University of Toronto	\$26,200,000	
University of Victoria	\$10,282,500	

University of Waterloo	\$21,848,300	
Total	\$125,814,300	\$579,000

Supporting researchers using quantum computing (2023–04 to 2025–03)

Funding was awarded in 2023–24 to train Canadian researchers on the use of quantum devices and to hire six FTEs to support researchers using quantum computing. In 2023–24, the first year of training was fully subscribed and hiring of FTEs was initiated. A national team project charter was initiated, with the Alliance as a key delivery partner. A summary report was prepared and jointly submitted by Calcul Québec and the Quantum Algorithms Institute.

Institution	Awarded in 2023–24 (for multi-year projects active in 2024–25)
Calcul Québec	\$152,027
Quantum Algorithms Institute	\$300,824
Total	\$452,851

Alliance Cloud Connect Pilot Program (2024–04 to 2025–03)

Funding was awarded in 2024–25 to four institutions for the development of the ACCP platform. Research teams were successfully onboarded to the ACCP platform from multiple disciplines and institutions. The project team is currently testing select cloud-integrated tools as well as an identity and access management (IAM) tool. Feedback collection has been initiated for future reference.

Institution	Awarded in 2024–25
McGill University	\$68,781

Université de Sherbrooke	\$355,500
Université Laval	\$136,650
University of British Columbia	\$57,803
Total	\$618,734

National data management activities

FRDR and Lunaris (2024–04 to 2025–03)

Funding was provided for FRDR and Lunaris Operations in 2024–25.

To date, 589 datasets have been published in FRDR. Several major feature releases have improved the user experience for researchers and allow the Alliance to more readily make Canadian research data findable and accessible for future reuse. Storage hardware was also refreshed, and the development team took steps to integrate the infrastructure into the Alliance's National Host Sites.

To date, 105,411 datasets have been indexed across 164 source repositories in Lunaris, continuing to grow coverage of the Canadian research and government data landscape. The Lunaris User Community Group has grown, allowing the community to help guide the development of the service. Improvement to the metadata harvesting process was completed, ensuring that metadata records are correct and complete, which allows researchers to discover the most relevant data.

Institution	Awarded in 2024–25
McMaster University	\$348,176
Simon Fraser University	\$125,924

University of Saskatchewan	\$687,471
FRDR storage refresh	
Institution	Awarded in 2024–25
Simon Fraser University	\$250,000
University of Waterloo	\$250,000
Total	\$1,661,571

Borealis (2024–04 to 2025–03)

Funding was provided for Borealis operations in 2024–25. Borealis services continued to operate successfully and expand to new institutions. Alliance funding has helped to grow the service to allow more Canadian institutions to offer a Dataverse-based repository service to their researchers. Positions funded by the Alliance have increased capacity for support staff and community outreach, positively impacting researchers who use the service.

Institution	Awarded in 2024–25
University of Toronto	\$268,999

DMP Assistant (2024–04 to 2025–03)

Funding was provided for DMP Assistant operations in 2024–25. Work on the development of single sign-on was completed. Platform security enhancements were completed through improvements to the user sign up process. Funding also supported the planning and first phase of infrastructure migration from legacy technologies to modern and robust national infrastructure, which will enhance capability as the platform continues to grow.

Institution	Awarded in 2024–25
University of Alberta	\$337,471

Canadian Persistent Identifier Consortia (2024–04 to 2025–03)

Funding was provided for Persistent Identifier (PID) operations in 2024–25 to support the ongoing operations, technical support and growth of Canada's two national PID consortia: DataCite Canada and ORCID-CA. Funding also supported the advancement of the national PID strategy, including new web pages for the PID strategy and national PID consortia, and helped to coordinate the activities and meetings of the Canadian Persistent Identifier Advisory Committee.

Institution	Awarded in 2024–25
Canadian Research Knowledge Network	\$367,348

World Data System - International Technology Office (2024–04 to 2025–03)

Funding was provided for WDS-ITO operations in 2024–25. During this period, WDS-ITO collaborated with partners across domains, particularly in environmental sciences, to enhance the capabilities, impact and sustainability of member disciplinary data repositories and associated services. WDS-ITO actively contributed to a range of data management-related working groups and committees—both in the Alliance and internationally—advancing shared priorities and aligning global practices. It also organized multiple impactful workshops and other virtual sessions, including several focused on advancing AI readiness and reproducibility for FAIR data, helping researchers and data professionals meet the challenges of this emerging technology.

Institution	Awarded in 2024–25
University of Victoria	\$613,078

Controlled Access Management for Research Data Initiative (2023–04 to 2025–03)

Funding was awarded through the Controlled Access Management for Research Data Initiative in 2023–24 to address existing gaps in service offerings for sensitive data through enhanced data curation, access, long-term storage, preservation and safekeeping in FRDR. In 2024–25, hiring for FTEs was completed at each institution and meetings with Partner Organizations had strong participation.

Institution	Awarded in 2023–24 (for multi-year projects active in 2024–25)
Centre for Addiction and Mental Health	\$80,000
Université de Montréal	\$80,000
Unity Health Toronto	\$80,000
Total	\$240,000

RDM national web resource (2024–04 to 2025–03)

Funding was provided in 2024–25 for the RDM National Web Resource initiative, a scalable, community-oriented website designed to provide general RDM guidance alongside institution-specific links and tools. A graduate student was hired to support content development and ensure alignment with the broader Alliance web ecosystem. With the site's structure and navigation largely in place, final details are being completed, including the integration of templates and GitHub-based build instructions to support local deployment and future content contributions.

Institution	Awarded in 2024–25
University of Victoria	\$9,990

RDM training (2024–04 to 2025–03)

Funding was provided to the RDM Training initiative, Jumpstart, in 2024–25, which will equip graduate students with essential RDM and programming skills. The program team hired three graduate research assistants to support curriculum development and implementation. Designed for both synchronous and asynchronous delivery, the program’s 2025 pilot offering drew significant interest, with over 170 applications for only thirty available spots. The pilot will inform future advanced-level offerings, with a focus on strong engagement, minimal attrition and positive learner feedback.

Institution	Awarded in 2024–25
Carleton University	\$5,000
University of Calgary	\$5,000
University of Victoria	\$5,000
Total	\$15,000

Equity, diversity, inclusion and accessibility

Indigenous Data Sovereignty (2024–04 to 2025–03)

Funding was awarded in 2024–25 to the First Nations Information Governance Centre (FNIGC) initiative, “Managing Data in Relationship”. This initiative aims to help the Alliance and others to respect OCAP® principles and First Nations in reasserting governance over the collective community asset of their data.

Institution	Awarded in 2024–25
First Nations Information Governance Centre	\$500,000

DRI EDIA Champions Pilot Program (2024–04 to 2025–03)	
Funding was awarded to the DRI EDIA Champions Program to increase awareness and uptake of national DRI among equity-deserving researchers. In total, 82 Champions supported efforts to advance equity, diversity, inclusion and accessibility in DRI by promoting equitable access across the research community.	
Institution	Awarded in 2024–25
Carleton University	\$30,000
CIUSS de l'Ouest-de-l'Île-de-Montréal	\$30,616
Concordia University	\$32,000
Dalhousie University	\$92,250
Lakehead University	\$94,700
McGill University	\$397,255
McMaster University	\$129,200
Okanagan College	\$30,623
Queen's University	\$137,110
Saint Mary's University	\$28,500
Simon Fraser University	\$130,000
Toronto Metropolitan University	\$32,000
Trillium Health Partners	\$31,905
Université de Montréal	\$31,200

Université du Québec à Montréal	\$29,170
Université Laval	\$31,850
University of Alberta	\$63,300
University of British Columbia	\$158,500
University of Calgary	\$127,750
University of Guelph	\$32,000
University of Lethbridge	\$127,201
University of Manitoba	\$91,847
University of Ontario Institute of Technology	\$32,000
University of Ottawa	\$126,200
University of Regina	\$32,000
University of Saskatchewan	\$31,855
University of Toronto	\$127,973
University of Victoria	\$91,000
University of Waterloo	\$64,000
University of Windsor	\$32,000
University of Western Ontario	\$61,770

York University	\$93,815
Total	\$2,581,590

AI compute infrastructure acquisitions and operations

PAICE (2022–10 to 2027–03)	
<p>The Alliance, AI Institutes, host sites and national teams work on multiple operational components to ensure that the new national AI platform can deliver a coordinated service to AI researchers once the new hardware is installed.</p> <p>The three Pan-Canadian AI Compute Environment (PAICE) clusters, Vulcan at Amii, TamIA at Mila and Killarney at Vector, are now integrated with our key and met the functionality requirement for the 2024–25 fiscal year. Key services intended for implementation in 2025–26 were implemented ahead of schedule. A dedicated resource will be hired to support full implementation of the cybersecurity roadmap.</p>	
Institution	Awarded in 2023–24 (for multi-year projects active in 2024–25)
Alberta Machine Intelligence Institute (AMII)	\$624,485
Mila - Institut québécois d'intelligence artificielle	\$728,566
Université Laval	\$12,271,212
University of Alberta	\$12,375,344

University of Toronto	\$12,187,914
Vector Institute	\$811,830
Total	\$38,999,351

Dedicated compute infrastructure acquisitions and operations

ExCANFAR - National Research Council (2023–04 to 2031–03)		
Funding was awarded in 2023–24 for the University of Victoria to initiate its hardware procurement. The first round of hardware was deployed at Arbutus, University of Victoria, enabling Canada to participate in version 0.1 of SRCNet. A second round of hardware was procured, and 3 staff members dedicated to ExCANFAR joined the Arbutus team to support the new and growing contributed system.		
Institution	Awarded in 2023–24 (for multi-year projects active in 2024–25)	Awarded in 2024–25
University of Victoria	\$1,799,753	\$2,296,000

The Canadian ATLAS Tier-1 Data Centre (2024–04 to 2025–03)	
Limited term bridge funding was provided to support the ATLAS Tier 1 data centre while the project team sought alternative sources of funding for future activities.	
Institution	Awarded in 2024–25
Simon Fraser University	\$2,249,819

Program evaluations, audits and risk assessments

Financial audit

The Alliance undergoes an annual financial audit undertaken by independent auditors. These auditors are approved annually by the Board of Directors, and overseen by the Audit, Finance, Risk and Investment Committee of the Board. The financial audit for 2024–25 was completed in June 2025 by KPMG, LLP. The audited financial statements are presented in Appendix D.

Recipient audit

Two recipient audits were conducted in 2024–25. For both recipients, the audit found the expenses incurred in 2023–24 to be in compliance with the agreement.

Program evaluation

No program evaluations were completed in 2024–25.

Remuneration

For the fiscal year ending March 31, 2025, the salary ranges for each employee, officer and director whose remuneration exceeded \$100,000 are presented here:

Position	Annual salary range
Chief Executive Officer	\$252,281 - \$420,469
Vice-Presidents	\$170,775 - \$284,625
Directors	\$124,200 - \$207,000
Managers	\$107,640 - \$161,460
Senior Professionals*	Up to \$117,990

*Market exception for Senior Solutions Architects, up to \$163,200

Representation that the Recipient is not in default under the terms of this Agreement

To the knowledge of management, the Alliance is not in default under the terms of our contribution agreements with ISED.

Membership

We are a member-based organization, with representation from post-secondary institutions, research hospitals, colleges and research institutes across Canada. Our members play a vital role in supporting and guiding our work and governance.

Members as of March 31, 2025

Primary Members

Athabasca University
Bow Valley College
British Columbia Institute of Technology (BCIT)
Brock University
Carleton University
Centre for Addiction and Mental Health
CHU Sainte-Justine
Concordia University
Dalhousie University
HEC Montréal
Hospital for Sick Children (SickKids)
Kwantlen Polytechnic University
Lakehead University
McGill University
McMaster University
Memorial University of Newfoundland
Queen's University
Royal Military College of Canada
Saint Mary's University
Simon Fraser University

Southern Alberta Institute of Technology (SAIT)
St. Francis Xavier University
Toronto Metropolitan University
Université de Montréal
Université de Sherbrooke
Université Laval
University Health Network (UHN)
University of Alberta
University of British Columbia
University of Calgary
University of Guelph
University of Lethbridge
University of Manitoba
University of New Brunswick
University of Ottawa
University of Prince Edward Island
University of Regina
University of Saskatchewan
University of Toronto
University of Victoria
University of Waterloo
University of Windsor

University of Western Ontario
 Wilfrid Laurier University
 York University

Associate Members

Acadia University
 ACENET
 Algoma University
 Amii (Alberta Machine Intelligence Institute)
 Aurora College
 BCNET
 Bishop's University
 Brandon University
 Canadian Astronomy Data Centre
 Canadian Institute for Health Information (CIHI)
 Canadian Research Data Centre Network (CRDCN)
 Canadore College
 Canadian Research Knowledge Network (CRKN)
 CANARIE
 Cape Breton University
 Canadian Association of Research Libraries (CARL)
 Children's Hospital of Eastern Ontario Research Institute (CHEO)
 Compute Ontario
 Concordia University of Edmonton
 Conestoga College
 Consortium Érudit

Council of Prairie and Pacific University Libraries (COPPUL)
 CUCCIO
 Cybera
 Durham College
 École nationale d'administration publique (ENAP)
 École Polytechnique (Polytechnique Montréal)
 École de technologie supérieure (ÉTS)
 Fanshawe College
 Fraser Health Authority
 George Brown College
 ICES
 Institut national de la recherche scientifique (INRS)
 Institute of Particle Physics
 King's University College at Western University
 Laurentian University / Université Laurentienne
 Lawson Health Research Institute
 Lunenfeld-Tanenbaum Research Institute, Sinai Health
 MacEwan University
 McGill Centre for Integrative Neuroscience
 Mila
 Mount Saint Vincent University
 MRnet
 New Brunswick Museum
 Niagara College

Northwestern Polytechnic (formerly
Grande Prairie Regional College)
Nova Scotia Community College
Ocean Networks Canada
Ontario Brain Institute
Ontario Institute for Cancer
Research (OICR)
Ouranos Inc
Red Deer Polytechnic (formerly Red
Deer College)
RISQ
Royal Roads University
Saint Paul University
Saskatchewan Polytechnic
Selkirk College
Seneca Polytechnic (formerly
college)
SNOLAB
SRNet
Trent University
TRIUMF
Université de Moncton
Université du Québec
Université du Québec à Chicoutimi
(UQAC)

Université du Québec à Montréal
(UQAM)
Université du Québec à Rimouski
(UQAR)
Université du Québec à Trois-
Rivières (UQTR)
Université du Québec en Abitibi-
Témiscamingue
Université TÉLUQ
University of Northern British
Columbia
University of Ontario Institute of
Technology
The Royal Institute of Mental Health
Research
University of the Fraser Valley
University of Winnipeg
Vancouver Island Health Authority
Vancouver Island University
Vector Institute
World Data System
Yukon University

Appendix A: Statement of investment strategy

Purpose

The purpose of this document is to establish a strategy best suited to meet the needs and objectives of the Digital Research Alliance of Canada's ("the Alliance") investment portfolio. This document is specifically intended to meet the requirements of section 5.5.6 (Statement of Investment Policy) of the Contribution Agreements between the Alliance and His Majesty in Right of Canada.

Strategy

The Alliance's investment strategy is specifically tailored to the duration and quality constraints imposed by the Statement of Investment Policy. These constraints, while deemed appropriate and necessary to meet the overall objectives of the Alliance, preclude adding value through active investment management. This conclusion is reached due to the "tightness" of the constraints, tightness which does not allow enough latitude for active investment management to be effective.

Rather than active investment management, the strategy adopted by the Alliance is "buy and hold", based on the following framework.

- Investment maturities will, wherever possible, match the forecasted cash requirements of the Alliance.
- The quantitative limits on investment holdings provide ample structural liquidity to meet the needs of the Alliance. It is appropriate, therefore, to hold less liquid types of approved investments. Value added will be achieved by moving out the "liquidity curve" when possible.
- At all times the Alliance will hold investments deemed eligible under the Statement of Investment Policy. For greater clarity, the determination of eligibility shall be made at the time of purchase. The Alliance will not be obliged to dispose of investments which become ineligible after the date of

purchase but will favour (subject to market conditions) disposing of such securities should assets need to be liquidated. (Refer to the Liquidity and Maturity of Securities Policy (section 7) in the Statement of Investment Policy.)

Authority

The Investment Committee shall:

- Establish the Statement of Investment Policy for approval of the Board.
- Recommend to the Board for their approval the appointment of one or more independent, external investment advisors to provide investment advice. The Committee may also recommend to the Board the appointment of one or more professional portfolio managers to invest the Amount in a manner consistent with the approved Statement of Investment Policy and the investment strategy.
- Verify compliance with section 5.5.8 of the Contribution Agreements with respect to conflict of interest as it concerns the Investment Advisor/Manager.
- Ensure that funds are only invested in investments or securities within the terms of the Statement of Investment Policy.
- Ensure that the Board is regularly made aware of any significant financial risks facing the Alliance, including the consequences of significant potential losses of investments of any or all of the amount.
- Report to the Board on the status, operation and annual performance of the investment portfolio.
- Ensure that adequate safekeeping procedures are in effect for all investment instruments.

Committee membership

The Committee consists of a minimum of five members, all of whom are members of the Board of Directors, are independent of the Alliance's management and are financially literate. At least one member should have an accounting background or related financial management experience. The Board Chair is an ex Officio non-voting member of the Committee.

The Board shall appoint one of the Committee members to be the Committee Chair.

Committee members are appointed for a one-year term with the possibility of renewal.

Meetings, meeting schedule and frequency

The Committee meets a minimum of four times annually. The Committee may choose to hold additional meetings if it considers them necessary for it to carry out its responsibilities effectively. Meetings can be held at any time and place as determined by its members, provided notice of such meeting is given to each member of the Committee. Meetings may be held by teleconference or videoconference, provided members have a means to vote. If members cannot participate in person, they may participate in a meeting that is held in-person via the teleconference or telephone.

A majority of the Committee shall constitute a quorum for the transaction of business at any meeting thereof, and the act of a majority of the members of the Committee present at any meeting at which a quorum is present shall be the act of the Committee. The Chair, or in his or her absence, one of the directors shall preside at all meetings of the committee.

As an ex-officio member of the Committee, the Board Chair has voting rights at the Committee meetings that they attend. The Board Chair's attendance is not counted to determine whether a quorum is present at a meeting.

In the event of a vote that results in a tie, the Chair of the Committee has a casting vote.

At each meeting, the members of the committee may meet in private in in-camera sessions with committee members only.

Minutes of meetings will be available to the Board.

Review

This document will be reviewed and updated (if necessary) no less frequently than annually.

Appendix B: Statement of investment policy

Purpose

The purpose of this document is to establish an investment policy best suited to meet the needs and objectives of the Digital Research Alliance of Canada's ("the Alliance") investment portfolio. This document is specifically intended to meet the requirements of section 5.5.6 (Statement of Investment Policy) of the Contribution Agreements between the Alliance and His Majesty in Right of Canada.

All aspects of this Policy are governed by the Prudent Person Principle (refer to section 5.5.3 of the Contribution Agreements) and the principal objective of investment decisions shall be the preservation of capital to meet future disbursement requirements.

Investment Policy

1) Long-term return objectives and expectations:

The long-term objectives of the portfolio are twofold: (a) to provide funds on an "as needed" basis to meet the disbursement needs of the Alliance, (b) to maximize the investment income earned by the Alliance, subject to the Investment Strategy and Investment Policy adopted by the Alliance.

2) Ratings of securities:

The deemed rating (the "Rating") of any Eligible Security will be established, at the time of the Alliance's acquisition of the Eligible Security.

Reference to the "issuer" shall include the unconditional guarantor, if applicable. The rating category for Investment Policy purposes shall be based on the ratings of at least two of the following four rating agencies: Dominion Bond Rating Service (DBRS), Standard and Poor's (S&P) Rating Services, Moody's Investors Service and Fitch Rating Ltd.

In the case of Commercial Paper and other short-term investments:

To be included in the AAA category, the security must have at least two of the following, where two are available:

- (i) R-1 (high) from DBRS
- (ii) A-1+ from S&P and the issuer's bonds are rated "AAA" by S&P
- (iii) P-1 from Moody's and the issuer's bonds are rated Aaa by Moody's
- (iv) F-1+ from Fitch and the issuer's bonds are rated AAA by Fitch

To be included in the AA category, the security must have at least two of the following, where two are available:

- (i) R-1 (middle) from DBRS
- (ii) A-1+ from S&P
- (iii) F-1+ from Fitch
- (iv) P-1 from Moody's and the bonds are rated Aa by Moody's

In the case of bonds and other longer- term investments:

To be included in the AAA category, the security must have at least two of the following:

- (i) AAA from DBRS
- (ii) AAA from S&P
- (iii) AAA from Moody's
- (iv) AAA from Fitch

To be included in the AA category, the security must have at least two of the following:

- (i) AA from DBRS
- (ii) AA from S&P
- (iii) AA from Moody's
- (iv) AA from Fitch

3) Diversification policy of the investment portfolio, including quantitative limits on investments

Throughout the life of the Alliance's portfolio, Alliance investments in the securities of any one issuer (or two or more affiliated entities) will be limited to an aggregate market value limit based on the Rating of the security:

Rating of security	AA	AAA
Government securities	no limit	no limit
Provincial / municipal financing authority	10% of portfolio	10% of portfolio
Municipal securities	10% of portfolio	10% of portfolio
Other eligible securities	10% of portfolio	10% of portfolio

Throughout the life of the Alliance's portfolio, the Alliance's investment in the securities of any one category will be limited to an aggregate market value limit of the category, as set out below:

Rating of security	AA	AAA
Government securities*	30% of portfolio	no limit
Provincial / municipal financing authority	70% of portfolio**	same 70%
Municipal securities	70% of portfolio**	same 70%
Other eligible securities	70% of portfolio**	80% of portfolio

Minimum Government Securities is 10% of the portfolio.

*For greater certainty, the phrase "Government Securities" means all securities issued, guaranteed by, or that have the full faith and credit of the federal government or a provincial government.

** The 70% constraint applies to the aggregate of AA securities.

4) Asset allocation strategy:

The portfolio will, at all times, be invested in Eligible Securities (refer to (5) below).

5) Permitted investment instruments and trading activities:

The Alliance shall invest in Eligible Securities. Eligible Securities are defined as: bank certificates of deposit; banker's acceptances; treasury bills, commercial paper and other short-term securities, bonds and notes issued by the federal government, provincial governments, municipal governments and corporations; cash deposits in banks identified in Schedule I of the Bank Act; guaranteed investment certificates; and other fixed-income securities that carry the full faith and credit of the Government of Canada. For greater certainty, the Alliance shall not invest in derivatives, swaps, options or futures.

Any securities acquired shall have a Rating of at least AA.

All securities will be denominated in Canadian dollars.

The Investment Advisors/ Managers will have authorized power to recommend and execute all trades on behalf of the Alliance. The Investment Advisors/Managers will notify the Alliance and include all details of all confirmations of trades.

The Board's Audit and Investment Committee will be advised of the transaction details by email or facsimile the same week that the transactions are authorized, or as soon as practical thereafter.

6) Prohibited investment instruments and trading activities:

Prohibited investments consist of all investments not defined as permitted investment instruments.

7) Liquidity and maturity of securities policy:

a) The maturities and terms of investments shall match the profile of the Alliance's forecasted disbursements.

In cases where the timing of disbursements is unknown, investments shall be held in securities with term to maturity of one year or less.

b) Should an unexpected disbursement or series of disbursements made by the Alliance reduce the total market value of the portfolio, the Alliance shall immediately take the steps necessary to comply with the requirements set by the diversification policy (refer to (3) above) within a period of 60 days from the date as of which the Alliance first failed to meet those requirements. Under no circumstances shall the Alliance materially fail to comply with the diversification requirements of section 3 for a period of more than 90 consecutive days.

8) Risk management policies:

The purpose of the Alliance's investment portfolio is to earn investment income until such funds are needed to finance the Alliance's objectives.

The principal risks therefore are liquidity and capital preservation. Both risks, and steps taken to manage such risks, are specifically addressed in the Alliance's Statement of Investment Policy and Statement of Investment Strategy. In addition to the constraints contained in these documents, certain processes are in place to further manage these risks:

- On a monthly basis the Investment Advisor/ Manager receives reports from the Alliance's management regarding upcoming short-term cash requirements. This is compared to the upcoming maturity schedule with corrective action, if any, being initiated.
- On an annual basis the Investment Advisor/ Manager receives a long-term projection of the Alliance's liquidity requirements. This is compared to the long-term maturity schedule. Based on the comparison of the two, corrective action, if any, is taken. Note that corrective action in this instance may be taken over an extended time period.
- On a quarterly basis the Investment Advisor/ Manager reviews the credit ratings of all holdings. This is intended to act as an early warning as to potential, upcoming capital impairment issues.

- On a quarterly basis (or more frequently if necessary) the Investment Advisor/Manager reports to the Audit and Investment Committee on portfolio matters. Such matters include diversification compliance and potential capital impairment situations and recommended corrective actions.

9) Policy on the lending of cash or securities and borrowing

The lending of cash or securities is not permitted.

The borrowing of money, issuing any debt obligations or securities, guaranteeing or securing a debt or other obligation of a person, mortgagor or other entity, pledging all or any portion of the funds received as outlined in the Contribution Agreements by way of security for payment to any creditor or do any other thing that would encumber the funds received as outlined in the Contribution Agreements is not permitted.

10) Performance measurement and monitoring procedures:

Performance is measured first by the prime objective of safety of investment and, secondly, by the ability of the investment portfolio to have funds on hand to meet all expenditure requirements.

After those considerations in importance comes performance measurement.

This will be addressed in ongoing fashion in reporting on new investments and reinvestments in terms of their yield relative to the Canada Curve (the yield that would be achieved from a benchmark Government of Canada bond of similar duration). Less attention will be paid to annual comparisons with other bond managers, unless they operate under similar constraints.

11) Review:

This Statement of Investment Policy shall be reviewed at least once a year.

Appendix C: Report on CANARIE and Alliance joint activities

Planned 2024–25 activities

The following table reflects the commitments the Alliance and CANARIE made in the fiscal year 2024–2025 Joint Ecosystem Plan to help support this new model.

	The Alliance	CANARIE	In concert
Ecosystem governance	n/a		#1 – Ongoing alignment of governance, communications and outreach activities
Advanced research computing			#2 – Continued development of Federated Identity Management for ARC, RDM and RS
Networking	ARC Responsibilities Alliance Cloud Connect Pilot (ACCP)	Network Program Canadian Access Federation NREN Program	#3 – CANARIE support for cloud computing projects, including Alliance Cloud Connect #4 – Ongoing discussions to support Government of Canada science

Research software	RS Responsibilities		#5 – Ongoing CANARIE support for RS within the Alliance
Research data management	RDM Responsibilities		#6 – Ongoing CANARIE support for RDM within the Alliance
Security	Infrastructure security	Cybersecurity Initiatives Program CanSSOC NREN and Network Security	#7 – Alignment on cybersecurity activities
Events	ARC, RDM and RS	Network and Cybersecurity	#8 Joint efforts for community building and education

2024–25 Results against planned activities

Some joint activities advanced during this period, while others were on hold pending the development of funding opportunities to support work in the relevant areas.

	Joint Activity	Results, Actions, Outcomes
Ecosystem governance	#1 – Ongoing alignment of governance, communications and outreach activities	- Quarterly meetings between CANARIE and Alliance executive and senior leadership continue. - Monthly meetings between CANARIE and Alliance senior leadership continue.

Advanced research computing	#2 – Continued development of Federated Identity Management for ARC, RDM and RS	- During the reporting period, no actions were required in this activity.
Networking	#3 – CANARIE support for cloud computing projects, including Alliance Cloud Connect	- Discussions with CANARIE regarding network activity for specialized Alliance Cloud Connect Pilot data movement activities.
Networking	#4 – Ongoing discussions to support Government of Canada science	- Joint discussion between CANARIE, the Alliance and NRC re: potential expansion of networking requirements for the ExCANFAR project ("Expanding CANFAR", formerly known as the "Square Kilometre Array" project).
Research software	#5 – Ongoing CANARIE support for RS within the Alliance	- Active work on Research Software activities was on hold during the reporting period while the Alliance engaged with the research and software communities.
Research data management	#6 – Ongoing CANARIE support for RDM within the Alliance	- During the reporting period, no actions were required in this activity.
Security	#7 – Alignment on cybersecurity activities	- Ongoing discussion with CANARIE to collaborate on conducting a joint Cybersecurity Incident Management Tabletop exercise.
Events	#8 – Joint efforts for community building and education	- Coordinated presence and messaging at CFI Major Science Initiative annual workshop.

Appendix D: Audited financial statements

Financial Statements of

**DIGITAL RESEARCH
ALLIANCE OF CANADA**

And Independent Auditor's Report thereon

Year ended March 31, 2025

**KPMG LLP**

150 Elgin Street, Suite 1800
Ottawa, ON K2P 2P8
Canada
Telephone 613 212 5764
Fax 613 212 2896

INDEPENDENT AUDITOR'S REPORT

To the Directors of Digital Research Alliance of Canada

Opinion

We have audited the financial statements of Digital Research Alliance of Canada (the Entity), which comprise:

- the statement of financial position as at March 31, 2025
- the statement of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "Annual Report"



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Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

The information, other than the financial statements and the auditor's report thereon, included in a document likely entitled "Annual Report" is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



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We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' with a long horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

June 27, 2025

DIGITAL RESEARCH ALLIANCE OF CANADA

Statement of Financial Position

March 31, 2025, with comparative information for 2024

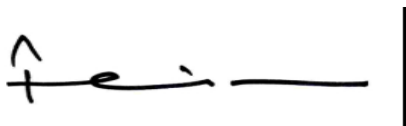
	2025	2024
Assets		
Current assets:		
Cash	\$ 16,927,581	\$ 15,447,697
Accounts receivable	6,291,720	16,500
HST recoverable	172,509	111,130
Prepaid expenses	926,158	811,730
Net advance to projects	1,617	784,913
	24,319,585	17,171,970
Capital assets (note 4)	50,335	74,495
	\$ 24,369,920	\$ 17,246,465

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 9,877,418	\$ 945,429
Current portion of lease inducement	39,199	37,816
Deferred funding (note 2)	10,560,064	12,944,751
	20,476,681	13,927,996
Deferred lease inducement	42,465	81,664
Net assets	3,850,774	3,236,805
Commitments (note 5)		
Contingent liabilities (note 8)		
	\$ 24,369,920	\$ 17,246,465

See accompanying notes to financial statements.

On behalf of the Board:



Feridun Hamdullapur
Chair, Board of Directors
Digital Research Alliance of Canada



Gail Murphy
Vice Chair, Board of Directors
Digital Research Alliance of Canada

DIGITAL RESEARCH ALLIANCE OF CANADA

Statement of Operations and Changes in Net Assets

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Revenue:		
Government funding (notes 2 and 3)	\$ 190,782,495	\$ 37,165,049
Interest income	1,239,865	639,148
Membership fees	609,000	605,000
Other revenue	297,529	79,331
	<u>192,928,889</u>	<u>38,488,528</u>
Expenses:		
Program expenses:		
Digital Research Infrastructure	153,462,192	23,003,542
Dedicated Computing Capacity for Artificial Intelligence	21,496,225	1,374,861
Expansion of the Canadian Advanced Network for Astronomy Research	1,973,077	—
	<u>176,931,494</u>	<u>24,378,403</u>
Operating expenses:		
Salaries and benefits	6,524,792	5,686,060
Services	1,731,418	1,343,776
Transportation and communication	390,901	353,340
Supplies	35,285	29,693
Miscellaneous expenses	2,726	4,361
	<u>8,685,122</u>	<u>7,417,230</u>
Management and administration:		
Salaries and benefits	3,862,944	3,483,285
Services	2,572,044	1,667,629
Transportation and communication	206,132	225,032
Supplies	22,004	37,382
Miscellaneous expenses	11,020	3,568
Amortization of capital assets	24,160	24,161
	<u>6,698,304</u>	<u>5,441,057</u>
Total expenses	<u>192,314,920</u>	<u>37,236,690</u>
Excess of revenue over expenses	613,969	1,251,838
Net assets, beginning of year	3,236,805	1,984,967
Net assets, end of year	<u>\$ 3,850,774</u>	<u>\$ 3,236,805</u>

See accompanying notes to financial statements.

DIGITAL RESEARCH ALLIANCE OF CANADA

Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 613,969	\$ 1,251,838
Items not involving cash:		
Amortization of capital assets	24,160	24,161
Amortization of deferred lease inducement	(37,816)	(22,606)
Net change in non-cash working capital:		
Accounts receivable	(6,275,220)	122,502
HST recoverable	(61,379)	(24,403)
Prepaid expenses	(114,428)	(545,537)
Net advances to projects	783,296	(835,233)
Accounts payable and accrued liabilities	8,931,989	(1,436,672)
Deferred funding	(2,384,687)	10,507,744
Increase in cash	1,479,884	9,041,794
Cash, beginning of year	15,447,697	6,405,903
Cash, end of year	\$ 16,927,581	\$ 15,447,697

See accompanying notes to financial statements.

DIGITAL RESEARCH ALLIANCE OF CANADA

Notes to Financial Statements

Year ended March 31, 2025

The Digital Research Alliance of Canada (the “Organization”) is a not-for-profit organization that was federally incorporated on August 28, 2019 as a member-based organization with an agreement between Innovation, Science and Economic Development Canada (“ISED”) and the Organization.

The Organization’s mandate is to play a central role in helping advance the establishment of a researcher-focused, accountable, agile, strategic and sustainable Digital Research Infrastructure ecosystem for researchers in Canada.

1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Basis of presentation:

The Organization follows the deferral method of accounting for contributions for not-for-profit organizations.

(b) Revenue recognition:

Contributions and funding designated for the Organization’s mandate are recorded as deferred funding and are recognized as revenue when the related expenditure is incurred. Unrestricted contributions are recorded as revenue in the year received.

Membership fees are recognized in the period to which they relate, providing collection is reasonably assured.

(c) Expenses:

In the statement of operations, the Organization presents its expenses by function. Expenses are recognized in the year incurred and recorded in the function to which they are directly related.

(d) Capital assets:

Capital assets are comprised of leasehold improvements, which are recorded at cost. When a leasehold improvement no longer contributes to the Organization’s ability to provide services, its carrying amount is written down to its residual value.

Leasehold improvements are amortized over the life of the lease.

(e) Deferred lease inducements:

Deferred lease inducements for leasehold improvements consists of allowances granted to the Organization for the leased offices. The contributions are amortized on a straight-line basis over the term of the lease.

DIGITAL RESEARCH ALLIANCE OF CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(f) Employee benefit plans:

The Organization is a member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer, defined benefit pension plan. The Organization has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles.

(g) Use of estimates:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations and accordingly, require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reporting period. Actual results could differ from these estimates. The significant estimates in the financial statements include the collectability of receivables, deferred contributions, and the amount of certain accrued liabilities in the year they become known.

2. Deferred funding:

The Organization received funding from government as follows:

	2025	2024
Balance, beginning of year	\$ 12,944,751	\$ 2,437,007
Contributions received	188,397,808	47,672,793
Recognized as revenue	(190,782,495)	(37,165,049)
Balance, end of year	\$ 10,560,064	\$ 12,944,751

3. Government funding:

The two Contribution Agreements between ISED and the Organization under the Digital Research Infrastructure Contribution Program were signed on June 19, 2023 and June 30, 2023. The purpose of these agreements was to fund the Organization's activities. One agreement ended on March 31, 2025, and the other has been extended to March 31, 2027.

The Contribution Agreement between ISED and the Organization under the Dedicated Computing Capacity for Artificial Intelligence Contribution Program was signed on September 28, 2022 and amendments were signed on January 18, 2023 and July 17, 2024. The purpose of this agreement is to fund dedicated computing capacity for artificial intelligence researchers, in support of the Pan-Canadian Artificial Intelligence Strategy. The agreement ends on March 31, 2027.

DIGITAL RESEARCH ALLIANCE OF CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2025

3. Government funding (continued):

The Partnership Agreement between National Research Council Canada ("NRC") and the Organization under the expansion of the Canadian Advanced Network for Astronomical Research program was signed on December 1, 2023. The purpose of this agreement is to develop digital research infrastructure to meet the needs of NRC's research community and the broader academic research community. The agreement ends on March 31, 2031.

During the year, a new Contribution Agreement between ISED and the Organization under the Digital Research Infrastructure Contribution Program was signed on March 11, 2025. The purpose of this agreement is to fund the Organization's activities. The agreement ends on March 31, 2030.

Additionally, during the year, a new Contribution Agreement between ISED and the Organization under the Canadian Sovereign AI Compute Strategy was signed on March 21, 2025. The purpose of this agreement is to expand national AI compute capacity to address urgent AI research needs across Canada. The agreement ends on March 31, 2028.

4. Capital assets:

			2025	2024
	Cost	Accumulated amortization	Net book value	Net book value
Leasehold improvements	\$ 120,803	\$ 70,468	\$ 50,335	\$ 74,495

Cost and accumulated amortization as at March 31, 2024 amounted to \$120,803 and \$46,308, respectively.

5. Commitments:

Under the terms of the operating lease agreement, the Organization is required to make the following payments over the next 3 years:

2026	\$ 169,244
2027	169,244
2028	14,103
	\$ 352,591

DIGITAL RESEARCH ALLIANCE OF CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2025

6. Employee benefit plans

Starting on May 1, 2021, the Organization became members of the College of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the highest five consecutive years prior to retirement, termination or death.

The Organization does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the Organization's share of the underlying pension assets and liabilities. The regulatory surplus of the Plan as at December 31, 2024 was \$6.14 billion and the most recent actuarial valuation filed with pension regulators was as at January 1, 2025.

Employer contributions to the Plan during the year by the Organization amounted to \$525,782 (2024 - \$508,211) and are included in salaries and benefits expense on the Statement of Operations.

7. Financial risks:

The Organization's financial instruments consist of cash, accounts receivable, and accounts payable and accrued liabilities.

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Organization is exposed to this risk relating to its cash and accounts receivable. The Organization holds its cash accounts with a federally regulated chartered bank who are insured by the Canadian Deposit Insurance Corporation.

The Organization assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. At year-end, there were no amounts allowed for in accounts receivable.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will not be able to meet all cash outflow obligations as they come due. The Organization mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and keeping accounts payable current throughout the year. The Organization is continuously monitoring its cash flow in order to maintain its liquidity moving forward.

DIGITAL RESEARCH ALLIANCE OF CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2025

7. Financial risks (continued):

(c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors.

(i) Foreign currency risk:

Foreign currency risk results from the fluctuation and volatility of exchange rates. The Organization is not exposed to foreign exchange risk.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates. The Organization is not subject to significant interest rate risk.

(iii) Other price risk:

Other price risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The Organization is not exposed to other price risk.

8. Contingent liabilities:

The Organization is involved in an employment related litigation matter, the outcome of which is not determinable at this time. Any liability or payments resulting from this matter will be recognized in the year when the outcome is reasonably determinable, and the amounts involved can be estimated.