APPENDIX

DURA Framework in the Context of Canada's Defence Industrial Strategy

The DURA framework aligns closely with the policy direction of Canada's Defence Industrial Strategy (DIS), even though they operate at different levels. DIS is national industrial policy, while DURA is institutional readiness assessment. The connection becomes clearer if you map them across the defence innovation pipeline.

1. Why DURA is being introduced now

Canada's Defence Industrial Strategy (DIS) and related defence-innovation initiatives increase the likelihood that Ontario facilities will be approached for collaboration on projects that have dual-use implications (e.g., advanced materials, sensing, autonomous vehicles and drones, cyber, or supply-chain technologies).

Many HEI (Higher Education Institutions) Facilities can support industry innovation, but they do not consistently have a shared, practical method to describe their readiness for higher-risk collaborations. DURA fills that gap by providing a common readiness language and a roadmap of controls that can be applied proportionately, based on project scope.

DURA was devised to complement the features of the Ontario Collaborative Innovation Platform (OCIP), a matchmaking platform developed by eCampusOntario that connects businesses and organizations with research capabilities at postsecondary institutions to help accelerate innovation.

2. What DURA adds

DURA is not a defence procurement standard, and it is not a certification program. Its purpose is to help Facilities and OCIP stakeholders answer two operational questions:

- Is this Facility ready to participate in the proposed collaboration, given the project's scope and risk?
- If not yet, what are the specific actions needed to reach readiness?

DURA does this by combining (i) a Facility-level Scope Profile (what risks and governance apply), (ii) a staged maturity model (Levels 0 to 6), and (iii) a lightweight evidence, self-attestation model focused on completeness and internal consistency.

Where a project triggers external regimes or standards (e.g., controlled goods, partner-imposed security clauses, cybersecurity pathways), DURA points to those authoritative references rather than attempting to verify compliance.

3. How DURA relates to DIS and OCIP

DIS provides a strategic signal that Canada intends to strengthen domestic capability in priority areas and accelerate collaboration across industry, government, and research organizations. OCIP operationalizes collaboration by matching innovation needs to capable Facilities and supporting scoping, funding identification, and project monitoring. DURA complements OCIP by adding a consistent, risk-based readiness assessment for dual-use research partnerships, so that Facilities can be matched not only on technical capability, but also on whether they have the governance and controls appropriate to the proposed work.

In practice, DURA helps OCIP: (i) route higher-risk opportunities to Facilities with appropriate readiness, (ii) identify concrete readiness gaps that can be addressed before contracting, and (iii) document readiness status in a way that is transparent without implying certification.

A further structural development relevant to this ecosystem is the establishment of the Defence Investment Agency (DIA) in 2026. The DIA is intended to streamline defence procurement, coordinate industrial policy, and accelerate capability delivery — functions that sit between the strategic direction of DIS and the operational collaboration layer where OCIP and DURA operate. As the DIA's mandate and processes mature, Facilities engaged at higher DURA readiness levels (particularly Levels 5–6) should monitor whether DIA introduces new contracting pathways, security requirements, or partner due diligence expectations that affect their Scope Profiles.

4. DIS shift toward "innovation pipeline"

The strategy stresses improving the **path from research to operational capability**. Typical stages in this path are:

1. Academic research
2. Applied R&D
3. Prototyping
4. Industry development
5. Procurement and deployment

HEIs often participate in **stages 1–2**, sometimes **3**.

DURA essentially answers:
"Is this research facility ready to participate in the defence innovation pipeline?"

Without such readiness evaluation, programs risk:

- Export-control violations
- Intellectual property leakage
- Security breaches
- Reputational issues for institutions, including potential liability.

5. Why a readiness framework becomes necessary under DIS

As defence-related collaboration expands, institutions need a structured way to demonstrate that they:

- Understand dual-use risk
- Can manage sensitive research
- Can collaborate with defence industry responsibly.

DURA provides a **governance maturity model** for that. It functions similarly to:

- **TRL** for technology maturity
- **CMMC / CPCSC** for contractor cybersecurity maturity

but applied to **research facility governance.**

6. Strategic alignment with Canadian programs

DURA could support multiple Canadian initiatives:

PROGRAM	ROLE	HOW DURA HELPS
OCIP	Industry–research matchmaking	Indicates which labs are suitable partners
IDEaS	Defence innovation program	Identifies governance-ready research groups
CGP	Controlled goods compliance	Provides governance layer above compliance
CPCSC	Contractor cybersecurity certification	Complements with research-specific controls

7. Policy relevance

If framed properly, DURA could be positioned as:
"DURA is a dual-use research governance maturity model that enables delivery of Canada's Defence Industrial Strategy."

That makes it easier to justify within programs like OCIP because it contributes to:

- National innovation capacity
- Secure research collaboration
- Technology commercialization
- Allied interoperability.

8. The conceptual analogy

The DURA framework is essentially doing for research facilities what other frameworks do for adjacent actors:

Actor	Framework
Technologies	TRL
Defence suppliers	CPCSC
IT systems	ITSG-33
Research facilities	**DURA**

DURA fills a governance gap between research and defence procurement.