

APPENDIX

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

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The **DURA framework** aligns closely with the policy direction of Canada's federal **Defence Industrial Strategy (DIS)** and, at the provincial level, Ontario's Defence Industrial Strategy (ODIS), even though they operate at different levels. The federal DIS and ODIS are **industrial policy**, while **DURA** is **institutional readiness self-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-assessment 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 providing a consistent, risk based readiness self-assessment for dual-use research partnerships, enabling Facilities to more easily accept projects not only based on technical capability, but also on whether they have the governance and controls appropriate to the proposed work.

In practice, DURA helps facilities: (i) ensure higher-risk opportunities are accepted 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.

9. Alignment with Ontario's Defence Industrial Strategy (ODIS)

DURA's initial deployment is Ontario-focused, as an available resource through the Ontario Collaborative Innovation Platform (OCIP). On May 28, 2026, the Government of Ontario released the framework for its first-ever Ontario Defence Industrial Strategy (ODIS), a proposed ten-year strategy to grow the province's defence industry and position Ontario firms and workers in Canadian and allied defence supply chains. The framework is preliminary and details are emerging; the full strategy is expected to launch by the end of 2026. DURA aligns with ODIS in the same way it aligns with the federal DIS: ODIS sets provincial industrial policy, while DURA provides institutional readiness assessment at the facility level.

The clearest point of alignment is ODIS Pillar II ("Own Tomorrow's Frontier"), which identifies Ontario's post-secondary institutions and research labs as primed to meet growing demand for dual-use technologies, and states that success depends on Ontario's ability to translate research strengths into protected, commercialized technologies that can compete globally. The emphasis on protected commercialization maps directly to DURA's purpose: DURA gives Ontario a concrete, facility-level mechanism to help research centres reach the governance and output-control

readiness that Pillar II's protected-commercialization goal requires, including the intellectual-property and intangible-asset considerations now embedded across the DURA pillars.

ODIS also reinforces the broader DURA ecosystem at multiple points: it names the Ontario Research Fund (ORF) as funding dual-use research, references provincial IP supports (e.g., Intellectual Property Ontario, IPON) for protecting and commercializing innovation, and establishes Ontario's Military Defence Representative (OMDR) to advance the province's defence-sector growth. These provincial levers operate alongside OCIP and DURA in the same research-to-commercialization pipeline.

In practice, DURA supports ODIS by helping Ontario research facilities demonstrate that they can participate in defence and dual-use collaborations responsibly, with governance and controls proportionate to project scope. As ODIS moves from framework to full strategy, Facilities should monitor whether new provincial programs, consultations, or supplier-readiness expectations introduce requirements relevant to their Scope Profiles.

Note: ODIS Pillars I and III focus substantially on firm- and SME-level readiness (industrial-base readiness, export and compliance readiness). These address the business/innovator side of collaborations rather than the research-facility side that DURA assesses and are most relevant to the planned companion readiness model for innovators/businesses.