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Canada

Strategic Science Fund:
2025-26 Annual Report
Composites Knowledge Network

Date of Board of Director Approval: July 14, 2026



Section A: Annual Report Narrative

A. 1. Objectives and Results

Objective 1: Strengthen Canada's manufacturing competitive edge by enabling domestic innovation (KPC Pillar)

a. Activities Undertaken

- **Knowledge Mobilization and Portal Management:** Maintained and expanded the Knowledge in Practice Centre (KPC), an open-access digital repository structured to provide small and medium enterprises (SMEs) with consistent access to validated composites manufacturing data and industrial practices.
- **Curated Content Publication:** Published more than 50 new validated KPC pages in 2025-26, meeting targets and covering practical manufacturing modules. Key pages published during this period include:
    - *Recycling Composite Technologies – Resins, Processes & New Developments (A380)*
    - *Introduction to Machining of Composite Materials (A383)*
    - *Introduction to Finite Element Analysis of Composite Structures (A392)*
    - *Introduction to Out of Autoclave Prepreg Processing (A393)*
    - *Introduction to Fire Performance Assessment of Fibre Reinforced Composites (A394)*
    - *Introduction to Additive Manufacturing of Thermoplastic Composites (A395)*
    - *An Overview of Composite Tooling Construction (A396)*
- **Bilingual Infrastructure Enhancement:** Maintained an automated translation system featuring French-language summaries and specific keyword tagging to support discoverability and continuous navigation for Francophone users and official language minority communities.
- **Inclusion Module Integration:** Introduced a dedicated Equity, Diversity, and Inclusion (EDI) module to foster inclusive knowledge systems within the core learning platform.

b. Results and Outcomes

Through the support of the Strategic Science Fund (SSF), the KPC grew as a helpful digital resource for sharing validated knowledge on composite materials and processes. During the reporting period, CKN successfully completed all activities outlined in the corporate plan, meeting every related recipient objective and performance indicator under this pillar. The open-access database expanded to over 270 structured articles, serving as a resource for innovation by upskilling early-stage learners while offering experienced manufacturers data—such as advanced simulation practices (A392) or out-of-autoclave methods (A393)—to assist in optimizing production lines.

The KPC maintained balanced engagement across Canadian industry and academia, welcoming an average of over 4,400 visitors per quarter (13% returning visitors). Web analytics demonstrate a steady geographic reach across Canadian provinces. Furthermore, French-language access (fr-ca) ranked among the top 10 language profiles utilizing the system, confirming the real-world value of CKN's bilingual accessibility features.

c. Project/Research/Program Spotlight

Spotlight: NGen Sustainability Partnership

- In alignment with federal clean economy goals, CKN collaborated with NGen to support the advanced manufacturing sector's transition toward sustainable practices. Through this initiative, CKN reviewed current SME practices to help identify manageable steps for incorporating clean-tech modifications into materials and processes. The project successfully captured practical case studies illustrating sustainable solutions and utilized testing projects to provide localized data. These efforts allowed participating companies to gather insights and de-risk operations before adopting new technologies, helping move the industry closer to net-zero goals. (Sustainable Composites Manufacturing: Driving Innovation for a Circular, Low-Carbon Future - https://compositeskn.org/KPC/A423).

Objective 2: Build a strong, highly skilled, resilient and diverse workforce (AIM Events Pillar)

a. Activities Undertaken

- **Technical Event Delivery:** Fully completed the scheduled corporate plan calendar by organizing and hosting a specialized series of AIM learning webinars covering core industry themes, including composite repair, bolted joints, non-destructive testing (NDT), quality assurance/quality control (QA/QC), filament winding, and thermoset curing.
- **Integrated Inclusion Programming:** Developed and delivered focused EDI events to support workforce well-being and career access, including *Illuminating mental health through lived experience* (May 2025), the *CACSMA Automotive Career Hour* (July 2025), and *Bringing Innovation Into Reach with Mitacs* (Oct 2025).
- **Knowledge Architecture Integration:** Recorded learning sessions and cross-linked them with corresponding articles on the KPC platform to create cumulative, long-term learning pathways.
- **Targeted Outreach and Access:** Offered free event registration to support early-career professionals, academic institutions, and SMEs seeking technical training opportunities.

b. Results and Outcomes

The delivery of the core learning events and specialized inclusion sessions successfully met all recipient objectives and performance indicators for the period, allowing CKN to fulfill its corporate activities, surpass its original training projections, and foster meaningful workforce

upskilling. By translating operational industry insights into practical learning modules and pairing them with career-focused webinars like the Mitacs and CACSMA events, CKN ensured the training remained responsive to both technical needs and professional development within the manufacturing sector.

Programmatic monitoring also demonstrated steady progress in supporting a diverse and resilient training pipeline. CKN proudly participates in the Canada 50-30 Challenge, successfully maintaining 50% women and 30% representation from equity-deserving groups on its Board of Directors. Dedicated sessions like the May 2025 mental health webinar further underscored CKN's commitment to fostering healthy, inclusive, and supportive environments throughout Canada's advanced manufacturing network.

c. Project/Research/Program Spotlight

Spotlight: The National Multi-Sector Technical Training Series

- CKN expanded its foundational AIM training series to offer technical webinars focused on high-demand operational competencies such as composite repair, bolted joints, non-destructive testing (NDT), quality assurance/quality control (QA/QC), filament winding, and thermoset curing. By broadening its technical focus to include transport-centric engineering, CKN expanded its ecosystem footprint to support adjacent sectors including aerospace, mobility, and recreational equipment. All instructional materials and recordings were subsequently made available to post-secondary engineering educators and students across both Anglophone and Francophone institutions, providing accessible upskilling resources.

Objective 3: Secure Canada's reputation as a collaborative, global leader in composites knowledge translation (Community Pillar)

a. Activities Undertaken

- **National Sector Consultation:** Successfully executed a comprehensive, bilingual National Industry Survey in 2024 that gathered input from 71 manufacturing firms across nearly all Canadian provinces to map local operational priorities.
- **Longitudinal Economic Tracking:** Designed and executed a follow-up industry survey in 2025 specifically tailored to capture and analyze the impacts of shifting trade dynamics, newly introduced tariffs, and broader macroeconomic challenges facing the composites supply chain.
- **Structured Node Framework Implementation:** Formalized a collaborative framework by partnering with 7 nodes across Canada, establishing dedicated engagement protocols to bring academic and industrial collaborators directly into network activities.
- **Distributed Material Co-Creation:** Worked alongside 7 partner nodes to collaboratively participate in CKN activities, actively generating content for the KPC repository and co-developing technical curriculum for AIM learning events.

- **International Knowledge Dissemination:** Supported international outreach and collaboration by planning for shared networking, resource tracking, and data sharing at major global gatherings, including the International Conference on Composite Materials (ICCM24).
- **Policy & Governance Development:** Developed and implemented a comprehensive Research Security Plan (RSP) aligned with Canadian National Security Guidelines, alongside an Intellectual Property (IP) Plan to ensure clear content attribution.

b. Results and Outcomes

CKN's strategic efforts during 2025-26 successfully met all recipient objectives, target indicators, and corporate plan milestones. The completion of the initial 2024 National Industry Survey, combined with the dedicated 2025 follow-up survey, provided an invaluable, year-over-year evidence-based perspective that allowed CKN to map out how emerging economic pressures—such as tariff adjustments and supply chain vulnerabilities—impacted revenue and staffing across the sector, giving CKN the insights needed to adapt its technical training resources to help businesses build domestic resilience.

By partnering with 7 distinct nodes across the country, CKN successfully bridged regional gaps and distributed technical expertise across provinces to support long-term geographic diversity and network sustainability. The reach of Canadian composites knowledge saw a steady expansion, with KPC analytics recording visitors from around the world. While the United States (8,200), Singapore (4,900), Canada (2,600), India (2,500) and the United Kingdom (2,100) represented the largest user groups (48%), the widespread global use of CKN’s open-access technical materials highlights Canada's steady contribution to international manufacturing research excellence.

c. Project/Research/Program Spotlight

Spotlight: National Node Initiative

- To help build an integrated and decentralized knowledge network, CKN initiated a structured approach to collaborate with nodes across Canada. This collaborative framework encourages subject-matter experts to propose technical KPC content and participate in joint knowledge-sharing events like the AIM learning webinars. This distributed network model captures expert manufacturing knowledge and shares it through a multilingual digital interface, reinforcing Canada’s position as a well-connected leader in composite knowledge transfer even during periods of broader economic and trade uncertainty.

A. 2. Variance from Corporate Plan (If Applicable)

No material variances to report.

A. 2.1 Financial Variance (If Applicable)

Table 1: Fiscal Year [2025–2026]

SSF Expenditure Category	**Planned ($)**	**Actual ($)**	**Variance ($/%)**	**Explanation** (e.g., timing issues, underspending, overspending, category shifts)
Research	0	0	0	
Mobilization of knowledge	252,500	276,295.78	+23,795.78	Minor category shift
Networking	210,947.47	189,096.33	-21,851.14	Minor category shift
Operations	85,000	83,055.36	-1,944.64	Minor adjustment to ensure 15% of total budget
Other	0	0	0	
Total	548,447.47	548,447.47		

A. 3. Equity, Diversity, and Inclusion (EDI)

a. Advancing EDI Within Your Organization

- **Governance and 50-30 Challenge Alignment:** CKN remains an active, committed participant in Canada's 50-30 Challenge, which focuses on achieving gender parity (50%) and meaningful representation (30%) from equity-deserving groups in leadership roles.
- **Board of Directors Representation:** The CKN Board of Directors has successfully maintained its targets, achieving 50% representation of women and 30% representation from equity-deserving groups. These benchmarks were secured prior to the start of SSF funding and have been preserved throughout 2025-26 to guide governance and decision-making.
- **Senior Management Composition:** The CKN Senior Management Team currently consists of five members, maintaining a representation of 40% women and 20% from equity-deserving groups. Management remains steadily committed to achieving full 50-30 thresholds as new hiring opportunities arise.
- **Inclusive Recruitment Commitments:** To further advance these objectives, CKN's internal operations and future team expansions are guided by proactive EDI recruitment practices, ensuring a culture where individual differences are explicitly valued.

b. Advancing EDI Through SSF-Funded Activities

- **Dedicated Inclusion Programming:** CKN successfully integrated EDI directly into its programming by hosting specialized, accessible webinars to address the needs of equity-deserving groups. Notable events during the 2-year funding period included:
    - *"Making Employment and Science Careers Inclusive for Neurodivergent Employees"* – focusing on inclusive workplace environment practices.
    - *"Disability Adjustments as a Research Quality Improvement Tool"* – exploring research accessibility and support systems for individuals living with visible, invisible, or episodic disabilities.
    - *Illuminating Mental Health Through Lived Experience* (May 2025) – well-being, mental health, and work-life balance.
- **KPC Digital Inclusion Module:** CKN introduced a dedicated EDI module directly within the KPC online repository (https://compositeskn.org/KPC/A338). This module consolidates all recorded EDI sessions into one open-access digital space.
- **Data-Driven Evaluation Mechanisms:** To measure the impact of its programming and identify participation trends, CKN incorporated disaggregated data collection into its strategy. All AIM learning and EDI event participants were invited to complete voluntary post-event surveys that incorporate SSF-defined EDI metrics.
- **Geographic and Linguistic Accessibility:** CKN integrated equity considerations into its core knowledge systems by providing plain-language summaries, structured navigation, and fully automated bilingual (English and French) delivery across the KPC. This ongoing practice removes traditional institutional barriers, making world-class technical content

accessible to official language minority communities and individuals living in remote regions of Canada without easy access to traditional training hubs.

A. 4. Official Languages

a. Bilingual Communications Commitment

CKN remains steadily committed to communicating with the public in both official languages, reflecting the core intent of the *Official Languages Act*. All major programmatic communications, promotional updates, and stakeholder announcements are delivered simultaneously in both English and French to ensure equal and accessible communications across Canada's diverse manufacturing network.

b. Bilingual Public-Facing Materials

Project-related materials and documentation are systematically structured for a bilingual audience. During 2025-26, this commitment was demonstrated through several key public assets:

- **The National Industry Survey:** Strategic data collection efforts, including the 2024 and 2025 National Industry Surveys, were designed, published, and administered in both official languages to gather insights seamlessly across provinces.
- **Event Invitations and Announcements:** Public invitations and social media outreach for the AIM learning events are distributed in both English and French.

c. Active Offer of Services

CKN ensures an active offer of bilingual services through its digital ecosystem, primarily anchored by the KPC. The KPC platform features a built-in automated translation and bilingual delivery system. This system provides plain-language summaries, French-language content translation, and dedicated bilingual keyword tagging, allowing Francophone users to intuitively navigate, search, and discover critical engineering content.

d. Inclusive Engagement of OL Communities

To encourage broad participation from both official language communities, CKN expanded the reach of its technical programming beyond traditional English-speaking hubs. The KPC resources and archived instructional materials have been actively shared with and utilized by educators and students at post-secondary institutions, explicitly including French-language universities and colleges across Canada. This outreach supports the equitable dissemination of advanced composites knowledge to upcoming professionals in all regions.

e. Bilingual Availability of the Annual Report

In compliance with SSF guidelines, public reporting documents—including the Annual Report summaries and accompanying corporate overview outputs—are made accessible to the public

in both official languages. This step ensures transparency and allows both English- and French-speaking communities to evaluate CKN's performance, metrics, and technical contributions.

f. Addressing Community Needs

CKN actively monitors and adapts its platform to meet the practical needs of Francophone manufacturing communities. Web traffic and data analytics are tracked continuously to evaluate user profiles. During the reporting period, French-language access (fr-ca) ranked among the top 10 language profiles utilizing the repository.

Additionally, while live technical AIM events are delivered in English, CKN addresses community needs by preparing and disseminating instructional materials and summaries in French post-event, upon request. This step provides SMEs in official language minority communities with the foundational tools necessary to optimize their manufacturing practices.

Section B: Financial Performance

B. 1. Summary of Financial Performance

Category	Description / Amount	SSF Portal Reference
Matched Funds	Report the total amount of Matched Funds from non-federal sources accumulated to date (i.e., the cumulative total through the end of the fiscal year). ***(Optional)*** Describe any challenges in obtaining matched funding or risks in meeting the matched funding commitment. 2024-25 - $488,340 2025-26 - $588,600 Total - $1,076,940	Reported in the SSF Portal – Partners section, for each partner with the Purpose of Funding field set to "Matched Funding".
Leveraged Funds	Report the total Leveraged Funds for the fiscal year. Describe any existing or new investments (cash or in-kind) leveraged from other federal departments, agencies, or federally funded entities. N/A	Reported in the SSF Portal – Partners section, for each partner with Purpose of Funding set to "Leveraged Existing Investments".
Interest Earned on SSF Funds	Report the total amount of interest earned on SSF funds during the fiscal year. If interest was earned, confirm the amount and describe how it was or will be used for eligible activities; if no interest was earned, enter "none." None.	Captured through the regularly submitted Payment Request Form and identified in the Payment Requests: Payment Summary Table in the Portal.
Funds to Ultimate Recipients	If applicable, confirm whether SSF funding was provided to Ultimate Recipients during the reporting period. N/A	Reported in the SSF Portal – Partners section, with the "Ultimate Recipient" box checked, and the "Ultimate Recipient Expenditures (Amounts of funds sent to the Ultimate Recipient)" completed.
Investment Policies	Describe any changes to your investment policies, standards or procedures as per the Program Guide - Appendix E (Management of Funds Received). If none, please indicate no changes. No changes.	Not captured in the SSF Portal.

Sustainability	Describe any financial reserves or strategies to support long-term sustainability or potential wind-down of SSF activities. As per the SSF Program Guide, a reserve fund is an ineligible SSF expense. If none exist, briefly explain why. To align with SSF guidelines regarding reserve funds, we are supporting our long-term sustainability by actively pursuing various grant opportunities and new revenue streams. We are using our available resources to sustain essential activities.	Not captured in the SSF Portal.

B. 2. Travel and Hospitality

Table 3: Fiscal Year [2025–2026]

	Recipient Total	Ultimate Recipients Total (If applicable)
Travel	$10,842.76	$0
Hospitality	$0	$0

B 2.1 One-time T&H Verification Exercise (If Applicable)

Instructions: Only if your organization has not completed the one-time T&H verification, confirm that a Travel & Hospitality Policy exists and has been implemented by completing the table below.

CKN completed the one-time T&H verification in 2024-25.

Table 4: Fiscal Year [YYYY–YYYY]

Category	Information to Report in the Table	Details/Notes
Principles Supporting CA Objectives	How were the principles used to ensure that travel advances were aligned with the Contribution Agreement (CA) objectives, and how were alternatives (e.g., virtual participation) assessed before approving travel?	

Policy Approval	Has the Board approved the travel policy? If not, what is the approval path and who holds the delegated authority for approval?	
Policy Applicability	To whom does the travel policy apply (e.g., staff, Board members, committee members, subcontractors, and URs, if applicable)?	
Alignment with Federal Directives	How does the travel policy align with the National Joint Council (NJC) Travel Directive and the Treasury Board Directive on Travel, Hospitality, Conference, and Event Expenditures?	

B. 3. One-Time Salary Verification (If Applicable)

Instructions: Only if your organization has not completed the one-time salary verification template, complete Appendix B**.**

CKN completed the one-time salary verification in 2024-25.

B. 4. Results of Audits and Evaluations

Audits and Evaluations Report

1. Annual Financial Audit for Fiscal Year 2024–25 (Completed)

- **Type of Audit and Auditor:** An annual external financial audit was conducted by Walsh King LLP, an independent third-party auditor duly licensed and authorized to practice in accordance with Canadian generally accepted accounting principles.
- **Key Findings:** The financial audit reviewed all SSF funded expenditures and matching partner contributions. The review confirmed that CKN's financial activities complied with SSF guidelines, expenses were aligned with the approved corporate plan categories, and partner matching contributions were appropriately documented. No major accounting deficiencies or material misstatements were identified.
- **Actions Taken in Response:** The final audited financial statements for the 2024–25 fiscal year were successfully shared with the SSF program team. Recommendations from the audit were integrated into CKN's ongoing quarterly financial reviews to continue to maintain strict compliance and accountability.

2. Annual Financial Audit for Fiscal Year 2025–26 (In Progress)

- **Type of Audit and Auditor:** The annual external financial audit for the 2025–26 fiscal year is currently underway, led by CKN's independent, licensed external auditor.
- **Key Findings:** As this audit is currently being finalized, the formal report of key findings is pending.
- **Actions Planned in Response:** CKN is actively completing the remaining review requirements and will share the finalized 2025–26 audited financial statements with SSF as soon as they become available. Any recommendations arising from this cycle will be thoroughly reviewed by the Managing Director and the Board of Directors to guide future corporate planning.

3. Programmatic and Performance Evaluations

- **Status:** No third-party programmatic evaluations or separate performance reviews were conducted during this reporting period. CKN continues to monitor its metrics internally on a quarterly basis under the oversight of its host institution, The University of British Columbia (UBC), and in compliance with the Board of Directors reporting requirements.

Section C: Final Report

Purpose

This Final Report captures the material developments, outcomes, and successes attributable to SSF funding over the **full duration of the Contribution Agreement**.

C.1. Key Achievements

Highlight 1: Continuous Development and Integration of the Knowledge in Practice Centre (KPC) Digital Infrastructure

Over the two-year SSF funding lifecycle, CKN focused on growing the KPC into a useful national resource for composites knowledge translation. Designed to guide users from foundational knowledge to practical manufacturing case studies, the online platform expanded to offer over 250 structured, validated technical pages. During the 2025–26 fiscal year, CKN added several important practical resource pages, including specialized curriculum modules on *Recycling Composite Technologies (A380)*, *Introduction to Finite Element Analysis of Composite Structures (A392)*, *Introduction to Out of Autoclave Prepreg Processing (A393)*, and *Additive Manufacturing of Thermoplastic Composites (A395)*.

To support accessibility for all users, CKN maintained an integrated translation framework featuring French-language summaries and specific keyword indexing. This approach helped French-language navigation (fr-ca) rank within the top 10 language profiles using the system. Currently averaging over 4,000 quarterly visitors across Canada and internationally, the platform serves as a useful tool for SMEs looking to update or optimize their manufacturing processes.

- **Why This Matters:** This achievement provides an open-access digital resource that helps bridge the gap between academic research and practical manufacturing application. It gives Canadian composites manufacturers steady access to the technical knowledge needed to assist them in remaining competitive and innovative.

Highlight 2: Collaborative Workforce Upskilling Through the AIM and EDI Learning Initiatives

In alignment with its multi-year corporate plan, CKN delivered a consistent series of learning and EDI opportunities through its AIM events. Meeting its performance indicators, CKN organized and archived 10 technical AIM webinars in Year 1 and Year 2 respectively (20 total). This shared series covered practical, high-demand skills such as composite repair, non-destructive testing (NDT), quality assurance systems, sheet molding compound processing, and continuous thermoplastic welding. Each session was recorded and connected with corresponding KPC articles to create long-term learning pathways for early-career professionals and Canadian SMEs.

At the same time, CKN utilized SSF resources to steadily integrate EDI principles into its workforce development activities. Notable events included *Making Employment and Science Careers Inclusive for Neurodivergent Employees* and *Illuminating mental health through lived experience*, which offered helpful perspectives on employee well-being and work-life balance. Additionally, CKN participates in Canada's 50-30 Challenge, successfully maintaining its targets on the Board of Directors (50% women and 30% representation from equity-deserving groups) and hosting dedicated inclusion sessions.

- **Why This Matters:** This initiative helps support a technically skilled, resilient, and inclusive engineering workforce pipeline across Canada. By removing traditional barriers to specialized education, CKN has helped connect underrepresented groups and regional SMEs with practical training resources.

Highlight 3: Decentralized Engagement and a National Node Framework

A major milestone under the agreement was the opportunity to bring regional communities closer together by partnering with specialized centres across Canada. CKN introduced a structured node engagement framework designed to distribute content creation and draw upon expertise from across Canada. Rather than relying on a centralized system, these collaborative nodes participated directly in network activities, co-authoring technical content for the KPC repository and helping develop the technical curriculum for the AIM learning webinars.

This shared framework allowed CKN to highlight academic and industrial strengths from across Canada and translate those insights into a multilingual national platform. By establishing supportive intellectual property guidelines and clear templates for contributors, CKN built a steady, distributed knowledge ecosystem.

- **Why This Matters:** Partnering with nodes across Canada helps build a well-connected national advanced manufacturing community. This supportive framework ensures that specialized and expert insights can be easily accessed to help strengthen domestic manufacturing resilience.

Highlight 4: Multi-Year Industry Consultations

To ensure its AIM learning events, KPC, and strategic pathways directly reflected the real-world experiences of manufacturers, CKN carried out a multi-year industry tracking initiative. Since 2019, CKN has conducted five digital surveys of the Canadian Composite Industry. With SSF funding, in 2024, CKN conducted a comprehensive, bilingual National Industry Survey that gathered helpful feedback from 63 manufacturing firms across nearly all Canadian provinces to map local production needs. Recognizing that businesses were navigating a shifting economic landscape, CKN followed this with a targeted survey in 2025 designed to capture and understand the direct impacts of international trade dynamics, new tariffs, and broader supply chain challenges.

The insights gathered from this multi-year consultation cycle allowed CKN to provide evidence-based feedback to industry and funding partners, keeping its technical KPC content responsive to the practical needs of Canadian businesses. Furthermore, these efforts aligned naturally with federal priorities, supporting Innovation, Science and Economic Development Canada (ISED) goals to foster a competitive economy while helping SMEs navigate unexpected trade and macroeconomic pressures.

- **Why This Matters:** The multi-year industry surveys provided CKN with a real-world perspective on the health of the Canadian composites sector. This continuous feedback allowed CKN to fine-tune its training focus to better support Canadian SMEs facing trade changes and external economic climates.

C.2. Final Results

Objective 1: Strengthen Canada's manufacturing competitive edge by enabling domestic innovation (KPC Pillar)

a. Key Activities Completed

- **Knowledge Mobilization and Portal Management:** Maintained and steadily expanded the Knowledge in Practice Centre (KPC), an open-access digital repository structured to provide SMEs with consistent access to validated composites manufacturing data and industrial practices.
- **Curated Content Publication:** Published more than 50 new validated KPC technical repository pages in 2025-26, meeting established programmatic targets and covering practical manufacturing modules (for a total of more than 100 articles for the duration of the SSF project). Key pages deployed during this period include:
    - *Recycling Composite Technologies – Resins, Processes & New Developments (A380)*
    - *Introduction to Machining of Composite Materials (A383)*
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b. Results and Outcomes Achieved

Through the support of the SSF, the KPC grew as a helpful digital resource for sharing validated knowledge on composite materials and processes. During the reporting period, CKN successfully completed all activities outlined in the corporate plan, meeting every related recipient objective and performance indicator under this pillar. The open-access database expanded to encompass over 270 structured technical articles, serving as an approachable bridge for domestic innovation by upskilling early-stage learners while offering experienced manufacturers data—such as advanced simulation practices (A392) or out-of-autoclave methods (A393)—to assist in optimizing production lines.

The KPC maintained balanced engagement across Canadian industry and academia, welcoming an average of over 4,400 visitors per quarter (13% returning visitors). Web analytics demonstrate a steady geographic reach across Canadian provinces. Furthermore, French-language access (fr-ca) ranked among the top 10 language profiles utilizing the system, confirming the real-world value of CKN's bilingual accessibility features.

Objective 2: Build a strong, highly skilled, resilient and diverse workforce (AIM Events Pillar)

a. Key Activities Completed

- **Technical Event Delivery:** Fully completed the scheduled corporate plan calendar by organizing and hosting a specialized series of AIM learning webinars covering core industry themes, including composite repair, bolted joints, non-destructive testing (NDT), quality assurance/quality control (QA/QC), filament winding, and thermoset curing.
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b. Results and Outcomes Achieved

The delivery of the core learning events and specialized inclusion sessions successfully met all recipient objectives and performance indicators for the period, allowing CKN to fulfill its corporate activities, surpass its original training projections, and foster meaningful workforce upskilling. By translating operational industry insights into practical learning modules and pairing them with career-focused webinars like the Mitacs and CACSMA events, CKN ensured

the training remained responsive to both technical needs and professional development within the manufacturing sector.

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Objective 3: Secure Canada's reputation as a collaborative, global leader in composites knowledge translation (Community Pillar)

a. Key Activities Completed

- **National Sector Consultation:** Successfully executed a comprehensive, bilingual National Industry Survey in 2024 that gathered input from 63 manufacturing firms across nearly all Canadian provinces to map local operational priorities.
- **Longitudinal Economic Tracking:** Designed and executed a follow-up industry survey in 2025 specifically tailored to capture and analyze the impacts of shifting trade dynamics, newly introduced tariffs, and broader macroeconomic challenges facing the composites supply chain.
- **Structured Node Framework Implementation:** Formalized a collaborative framework by partnering with 7 nodes across Canada, establishing dedicated engagement protocols to bring academic and industrial collaborators directly into network activities.
- **Distributed Material Co-Creation:** Worked alongside the 7 partner nodes to collaboratively participate in CKN activities, actively generating content for the KPC repository and co-developing technical curriculum for AIM learning events.
- **International Knowledge Dissemination:** Supported international outreach and collaboration by planning for shared networking, resource tracking, and data sharing at major global gatherings, including the International Conference on Composite Materials (ICCM24) and CANCOM 2024.
- **Policy & Governance Development:** Developed and implemented a comprehensive Research Security Plan (RSP) aligned with Canadian National Security Guidelines, alongside an Intellectual Property (IP) Plan to ensure clear content attribution.

b. Results and Outcomes Achieved

CKN's strategic efforts during 2025-26 successfully met all recipient objectives, target indicators, and corporate plan milestones. The completion of the initial 2024 National Industry Survey, combined with the dedicated 2025 follow-up survey, provided an invaluable, year-over-year evidence-based perspective that allowed CKN to map out how emerging economic pressures—such as tariff adjustments and supply chain vulnerabilities—impacted revenue and staffing across the sector, giving CKN the insights needed to adapt its technical training resources to help businesses build domestic resilience.

By formalizing partnerships with 7 distinct nodes across the country, the network successfully bridged regional gaps and distributed technical expertise across provinces to support long-term geographic diversity and network sustainability. The reach of Canadian composites knowledge saw a steady expansion, with KPC analytics recording visitors from over 150 countries. While the United States (8,200), Singapore (4,900), Canada (2,600), India (2,500) and the United Kingdom (2,100) represented the largest user groups (48%), the widespread global use of these open-access technical materials highlights Canada's steady contribution to international manufacturing research excellence.

C. 3. Financial Performance

Instructions: Fill in the tables below:

C. 3.1: Matched Funding

Category	Value
Required matched funding ratio/amount from non-federal sources, as per the Contribution Agreement	1:1
Actual ratio achieved	1:1.077
Explanation of any variance (if applicable)	

C. 3.2: Operational Costs

Category	Value
Operational cost percentage permitted under the Agreement	15%
Actual operational cost percentage	15%
Explanation of any variance (if applicable)	n/a

C. 3.3: Total SSF Funding Received and Spent

Category	Value
Total SSF Funds Received	1,000,000
Total SSF Funds Expended	1,000,000
Total SSF Funds Distributed to Ultimate Recipients (if applicable)	n/a

C. 3.4: Interest Earned

Category	Value
Total interest earned	0
Interest used for Eligible Activities	n/a