National Research Council Canada Departmental Plan 2025–26

The Honourable Minister Mélanie Joly
Minister of Industry and Minister responsible for
Canada Economic Development for Quebec Regions

National Research Council Canada — Conseil national de recherches Canada

Canada

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National Research Council Canada's 2025–26 Departmental Plan: At a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming 3 fiscal years.

- [Vision, mission, raison d'être and operating context](#)

Key priorities

The NRC's top priorities for 2025−26 are as follows:

- Climate change and sustainability
- Health and biomanufacturing
- Digital and quantum technologies
- Foundational research

Highlights

In 2025–26, total planned spending (including internal services) for the NRC is $1,762,178,965 and total planned full-time equivalent staff (including internal services) is 4477.2. For complete information on the NRC's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025–26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility 1: Science and innovation

Planned spending: $1,565,691,658

Planned human resources: 3,411

Departmental results:
- **Scientific and technological knowledge advances**: The NRC will conduct research aimed at achieving significant advancements in priority areas that create opportunities for Canada and the world. By undertaking impactful exploratory research, the NRC will equip its partners with the resources and expertise they need to advance their knowledge and innovate. This year, focus areas include advancing quantum science, working toward digital transformation and continuing our mandates related to astronomy and metrology.
- **Innovative businesses grow**: The NRC will foster innovation and economic prosperity in Canada through its research and development, advisory services, funding and partnerships with Canadian small and medium-sized enterprises (SMEs) and global collaborators. The NRC will provide industry with access to the most relevant business and technical knowledge, facilities and expertise so firms can bring innovative ideas to market, enhance their capabilities and connect with global markets and value chains. Priorities this year will include broadening

domestic and global networks, continuing to support SME innovation and growth and working to accelerate Canada's transition to a green economy.

- **Evidence-based solutions inform decisions in government priority areas:** The NRC has a rich history of advancing government priorities by providing evidence-based solutions and high-quality collaborative research. In partnership with key federal and industry stakeholders in research and technology advancement, the NRC will continue to pioneer innovations that address some of Canada's greatest challenges. Current priorities include helping Canada increase the productivity of its housing construction sector, supporting initiatives for healthy Canadians, helping Canada adapt to climate change and building intentional relationships with Indigenous peoples that support the advancement of reconciliation in Canada.

More information about [science and innovation](#) can be found in the full plan.

National Research Council Canada's 2025–26 Departmental Plan

On this page:

From the Minister

It is my pleasure to present the 2025–26 Departmental Plan for the National Research Council of Canada (NRC), which lays out the key priorities the NRC is working to advance for the benefit of all Canadians.

In 2025–26, the NRC will continue working with the Innovation, Science and Economic Development Portfolio and other federal partners to bolster Canadian innovation by fostering competitive, sustainable and inclusive economic growth.

Building on the vision outlined in the 2024–2029 Strategic Plan: Research Powering Innovation for Canada, the NRC will advance science, research, and innovation to address today's most significant challenges and capitalize on the most promising opportunities. To do so, the NRC will continue to collaborate with industry, government, and the academic sector for meaningful impact and progress, while leveraging more than 30 years of experience in responsibly developing and deploying artificial intelligence technologies. The NRC's expertise, facilities, and network of partners will enable initiatives such as the e-Auto Challenge program, which will bring together innovators to support Canada's transition to a prosperous green economy and a strengthened supply chain. Through the NRC Industrial Research Assistance Program (NRC IRAP), the NRC will remain focused on empowering small and medium-sized enterprises with the critical advisory services and funding they need to drive innovation and achieve growth.

The Honourable Mélanie Joly
Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions

In line with its longstanding commitment to business innovation, the NRC will continue to provide the research and technical capabilities essential for success, while striving to position Canada as a research and innovation leader on the global stage. Through its efforts, the NRC is committed to embedding inclusion and diversity in its programs, policies, and practices to address barriers to participation and harness the potential of all Canadians. I invite you to read this report to learn more about how the NRC, along with its partners, is supporting all Canadians to participate in and benefit from a competitive and growing economy.

From the President

At the National Research Council of Canada (NRC), we are committed to research that powers innovation for a more prosperous and resilient Canada. Together with our collaborators—Canadian businesses and research and government partners—our dedicated teams of experts are working towards a better future for all Canadians.

This departmental plan for 2025–2026 showcases how the NRC is putting its 2024–29 strategic plan into action in the year ahead.

With a focus on research and innovation priorities in climate change and sustainability, digital and quantum technologies, health and biomanufacturing, and foundational research, we collaborate with other researchers, federal organizations, and Canadian enterprises to drive innovation and growth. Our programs and initiatives in climate resilience, low-carbon construction, and sustainable agriculture are

Mitch Davies
NRC President

helping accelerate Canada's transition to a green economy. Committed to transformative research and innovation, the NRC is advancing sustainable aviation with industry partners, launching an e-Auto Challenge program to support the development of Canada's integrated Canadian Zero-Emission Vehicles supply chain, and championing the development and deployment of safe and responsible artificial intelligence (AI) solutions. With partnerships across the country, we provide businesses with the talent, facilities and funding to help bring new ideas through development to grow opportunities, expand Canadian industrial capabilities and connect Canada to global markets and value chains.

As co-chair this year for Eureka, the world's largest international network for industrial R&D collaboration, the NRC opens significant opportunities for Canadian small and medium-sized enterprises (SMEs) to connect with large companies, research centres, universities, and other innovators across the globe. We also want to ensure Canada remains at the forefront of artificial intelligence (AI), one of the most significant technological transformations of our time, by supporting Canadian researchers and businesses to fully harness its potential for our society, while actively working through how best to mitigate risks.

We believe diversity drives innovation, and are dedicated to fostering excellence and inclusion through a workforce that reflects the people we are privileged to serve. We take seriously our commitment to advancing reconciliation with Indigenous peoples, advancing this goal through better workforce representation and in engaging on the priorities and knowledge systems of Indigenous people in the work we do and the way it is carried out.

Our dedication to research excellence will remain vital to achieving our goals for the year ahead. This commitment to excellence is foundational to our collective effort to see research power innovation for Canada, to secure our prosperity and tackle the challenges we face. At the NRC, we see possibilities ahead and are positioned to pursue them, working with our partners across the country and around the world. We invite you to explore the NRC's plans and initiatives to drive this work forward.

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Science and innovation](#)
- [Internal services](#)

Science and innovation

In this section

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- [Summary of changes to reporting framework since last year](#)

Description

Grow and enhance the prosperity of Canada through the following activities:

- Undertaking, assisting and promoting innovation-driven research and development (R&D)
- Advancing fundamental science and Canada's global research excellence
- Providing government, business and research communities with access to scientific and technological infrastructure, services and information
- Supporting Canada's skilled workforce and capabilities in science and innovation

The NRC has 3 departmental results for tracking and reporting against its core responsibility:

1. Scientific and technological knowledge advances
2. Innovative businesses grow
3. Evidence-based solutions inform decisions in government priority areas

Quality of life impacts

The NRC is a federal research and development organization with a core responsibility of "science and innovation" that supports innovation across the [Quality of Life framework](#). The variety of services and areas of expertise that the NRC's research centres deliver indirectly supports elements of numerous Quality of Life domains, including "environment," "health" and "society."

The NRC contributes most directly to the "prosperity" domain and, especially, the indicator of "investment in research and development." The NRC's work as an enabler and collaborator with industry also helps develop and grow Canadian firms, thus contributing in the longer term to indicators such as "productivity."

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the 3 most recently reported fiscal years, the targets and target dates approved in 2025–26 related to science and innovation. Details are presented by departmental result.

Table 1: Scientific and technological knowledge advances

Table 1 provides a summary of the target and actual results for each indicator associated with the results under science and innovation.

Departmental result indicators	Actual results	Target	Date to achieve target
Citation score of National Research Council generated publications relative to the world average	2021–22: 1.21 2022–23: 1.19 2023–24: 1.28	1.25	March 31, 2026
Number of peer-reviewed publications generated by the NRC	2021–22: 1,187 2022–23: 1,222 2023–24: 1,277	1,100	March 31, 2026
Number of patents issued to the NRC	2021–22: 99 2022–23: 104 2023–24: 166	100	March 31, 2026
Number of licence agreements	2021–22: 30 2022–23: 46 2023–24: 39	35	March 31, 2026
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability – Women	2021–22: 1.03 2022–23: 1.04 2023–24: 1.07	1.00	March 31, 2026
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability – Indigenous peoples	2021–22: 0.60 2022–23: 0.63 2023–24: 0.74	0.80	March 31, 2026
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability – Racialized persons	2021–22: 0.94 2022–23: 1.00 2023–24: 1.10	1.00	March 31, 2026
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability – Persons with disabilities	2021–22: 0.45 2022–23: 0.57 2023–24: 0.65	0.75	March 31, 2026

Table 2: Innovative businesses grow

Table 2 provides a summary of the target and actual results for each indicator associated with the results under science and innovation.

Departmental result indicators	Actual results	Target	Date to achieve target
Percentage of research and development clients who report positive benefits of working with the NRC	2021–22: 83% 2022–23: 89% 2023–24: 84%	90%	March 31, 2026
Percentage revenue growth of firms engaged with the NRC (NRC Industrial Research Assistance Program-engaged firms)	2021–22: 32% 2022–23: 35% 2023–24: 35%	20%	March 31, 2026
Percentage growth in Canada's science and technology related jobs through NRC supported firms (NRC Industrial Research Assistance Program-engaged firms)	2021–22: 18% 2022–23: 21% 2023–24: 21%	10%	March 31, 2026
Revenue earned from clients and collaborators	2021–22: $86.2 million 2022–23: $84.7 million 2023–24: $67.1 million	$75M	March 31, 2026

Table 3: Evidence-based solutions inform decisions in government priority areas

Table 3 provides a summary of the target and actual results for each indicator associated with the results under science and innovation.

Departmental result indicators	Actual Results	Target	Date to achieve target
Revenue earned from other federal government departments	2021–22: $79.6 million 2022–23: $80.4 million 2023–24: $93.1 million	$85M	March 31, 2026
Number of NRC peer-reviewed publications co-authored with other federal government departments	2021–22: 83 2022–23: 62 2023–24: 75	65	March 31, 2026

Additional information on the detailed results and performance information for the NRC's program inventory is available on GC InfoBase.

Plans to achieve results
The following section describes the planned results for science and innovation in 2025–26. Note: The NRC leveraged its internal generative AI tool (AI Zone) to support the development of content within this report; a human has reviewed and validated all AI-generated content.

Departmental result 1: Scientific and technological knowledge advances

The NRC conducts research aimed at achieving significant advancements in priority areas that create opportunities for Canada and the world. By undertaking impactful exploratory research, the NRC equips its partners with the resources and expertise they need to advance their knowledge and innovate.

Results we plan to achieve

Advancing quantum science and technology

Quantum science holds significant promise for ground-breaking technologies. With potential for cross-cutting applications, quantum science and technologies are expected to drive advances in critical areas such as health care, climate change, transportation and cybersecurity. The NRC will leverage its scientific expertise and collaborate with partners in quantum sensing, computing and communications to further innovations in quantum science and technologies.

- Through the [Internet of Things: Quantum Sensors Challenge program](#), the NRC will launch a suite of projects with academic and industry partners to accelerate the development and commercialization of quantum sensors that perform beyond the limits of classical physics for priority application areas that benefit Canadians.
- To support Canada's quantum communications efforts, the NRC is launching the Quantum Internetworking Challenge program to advance the underlying technologies required to reliably transport quantum information between different kinds of devices. By working with other innovators to transform quantum technologies from individual components into interconnected quantum systems, the NRC will advance Canadian efforts for secure quantum communication.
- The NRC will also work with Canada's leading academic and quantum industry innovators to apply hybrid quantum-machine learning approaches and use early quantum computers to realize significant performance gains over classical computing techniques. Early applications to accelerate drug and material discovery can provide a competitive advantage for Canada's pharmaceutical sector, while also informing the scale-up of quantum computers.

These efforts, along with the NRC's other quantum-related Challenge programs, will support the Government of Canada's [National Quantum Strategy](#). Established in January 2023, the strategy brings government, academic and industrial partners together to amplify Canada's existing global leadership in quantum research and grow Canada's quantum technologies, companies and talent.

Continuing toward digital transformation

Digital technologies are transforming the world at an accelerating rate. Countries around the world are making considerable investments to develop technologies that improve economic performance and increase competitiveness. The NRC will leverage its 30 years of experience developing and deploying digital technologies to position Canada to capitalize on the commercialization of this space and contribute to evolving this growing sector. Particular focus will be placed on research that supports the safety and trustworthiness of AI-powered solutions. This includes research on privacy-enhancing technologies, methods to better manage security vulnerabilities and approaches to make robust AI systems safer and more transparent. This year, the NRC will focus on advancing encryption methods that are resilient to quantum computing threats. This research caters to the immediate and future needs of various sectors and involves collaborations with academic and industry partners.

Digital technologies are also transforming how research is conducted, with faster use of data, faster computers and multidisciplinary teams leading to faster discoveries and technology developments. To this end, the NRC will make strategic investments in digitalization in an effort toward a digital research environment in which data is mobilized for high-quality, innovative research and solutions. This will accelerate the NRC's own scientific discovery efforts and demonstrate to clients and collaborators the transformative potential of digital technologies and applications. Planned investments in digital capabilities for this year include an increase in sensors, data installations and advanced computer capacity for modelling and automation.

Government and industry clients will also benefit from the NRC's digital expertise. Provision of technical and advisory services will help them adopt fit-for-purpose solutions to improve their operations or products and facilitate their own digital transformation. As an example, the NRC will work with participating departments from Canada's new Atlantic Science Enterprise Centre to develop models that augment global monitoring, understanding and predictability of Atlantic freshwater and coastal ecosystems. These models can provide valuable insights for both industry and military applications.

Ensuring Canadian astronomers have access to world-leading facilities and observatories
Astronomy and astrophysics continue to make stunning advances in our understanding of the Universe and our place within it. Canadian researchers in these fields also make important technological breakthroughs in areas such as advanced optics, composite radio reflectors and digital signal processing systems. The NRC maintains and operates large-scale astronomical facilities needed to continue this pursuit of excellence and represent Canada in world-leading astronomy projects. Through the NRC's financial and in-kind contributions, the Canadian astronomy community is provided with merit-based access to these facilities, opportunities for training and the expertise required to test and deploy new technologies.

The NRC will continue to deliver on this important mandate, providing expertise and operational support to Canadian and international observatories. This year will also see a number of upgrades made to observatories that will enhance capabilities, providing the cutting-edge facilities needed by researchers. These projects include maintaining a radio-quiet site at the Dominion Radio Astrophysical Observatory, where major infrastructure upgrades will allow for accurate measurement and calibration of radio emissions with consistency. With accurate measurement capabilities, the NRC will develop local radio-frequency interference (RFI) policies and be in a position to test and validate sources of RFI. The NRC will continue development of the next-generation correlator for the Atacama Large Millimeter/submillimeter Array telescope. This vital component of a larger telescope upgrade will enhance bandwidth, improve digital sensitivity and provide high spectral fidelity and full compatibility with current observing modes.

Fulfilling global demand for measurement standards and solutions
As Canada's national metrology institute, the NRC performs measurement research and provides metrological services, which benefit Canada's society, economy and environment. There is an increasing demand for measurement standards and solutions in emerging areas where accurate specialized measurements provide critical evidence for the development of regulations and standards that promote the market adoption of innovative products and services. This includes measurement for quantum technologies, electrification of transportation, digitalization and automation of manufacturing processes, climate change factors and the characterization of critical minerals.

The NRC will continue to advance leading edge measurement science to define the International System of Units (SI) by conducting strategic research to advance unit realizations, dissemination methods and measurement solutions, aiming to push the boundaries for international metrology. The NRC will bring its world-class metrology expertise by participating in the [Consultative Committee for Time and Frequency task force on the redefinition of the SI second](#), including evaluating the accuracy of the NRC's recently completed portable optical clock. Optical clocks can measure time more accurately than the current cesium-based atomic clocks, which define the SI second, and have achieved unprecedented levels of precision and stability. Redefining the second based on these advanced technologies can improve the performance of critical systems like GPS and telecommunications and help in testing the fundamental laws of physics, such as the theory of relativity, and in studying phenomena like gravitational waves.

The NRC will also contribute to global efforts for a new international temperature scale by improving how thermodynamic measurements are taken and by researching the fundamental properties that define the temperature scale. This effort aims to improve the accuracy and consistency of temperature measurements worldwide, with wide-ranging benefits including industrial efficiency, environmental monitoring and healthcare.

Departmental result 2: Innovative businesses grow
The NRC fosters innovation and economic prosperity in Canada through its R&D, advisory services, funding and partnerships with Canadian SMEs and global collaborators. The NRC provides industry with access to the most relevant business and technical knowledge, facilities and expertise so firms can bring innovative ideas to market, enhance their capabilities and connect with global markets and value chains.

Results we plan to achieve

Supporting SME innovation and growth

NRC IRAP, the NRC's largest program, has been central to Canada's innovation system for more than 75 years, delivering growth-focused advice and support to more than 9,000 Canadian SMEs annually. In addition to delivering impactful and expert advisory services, NRC IRAP is able to build networks, create connections and deliver funding to help Canadian SMEs grow their innovation capacity and bring their ideas to market. Pending the establishment and launch of the Canada Innovation Corporation (CIC) by 2026–2027 and NRC IRAP's subsequent transition to the CIC, NRC IRAP will continue to support innovative SMEs and increase Canadian business investment in R&D across all regions and sectors of the economy. Other key initiatives for NRC IRAP this year:

- Transitioning employees and programming from [Sustainable Development Technology Canada](#) (SDTC) to NRC IRAP as announced by the Government of Canada in June 2024. The NRC will work to integrate SDTC program operations, systems and resources to maximize efficiency, effectiveness and impact. The transition will enable clean technology projects to be delivered under NRC IRAP's strong governance and oversight capacity, providing enhanced support to SMEs and strengthening public confidence in Canada's clean technology sector.
- Delivering the new [NRC IRAP AI Assist program](#). To secure Canada's AI advantage, Budget 2024 announced $2.4 billion for targeted AI support, which includes an investment of $100 million

over 5 years for the NRC IRAP AI Assist program. This program, designed and launched in 2024–25, will support Canadian SMEs and innovators to plan for, build and deploy new AI solutions. AI Assist will benefit Canadian industry by increasing the competitiveness and innovation capacity of its recipients through their accelerated development and deployment of AI.

Breakthroughs in quantum science can have groundbreaking impact on technology and the potential to transform the way people live and work. Long-standing investments in quantum technology and research have positioned Canada as a global leader in the field. Ongoing investment and innovation are needed to maintain this position, and in that context, the NRC's Applied Quantum Computing Challenge program will bring together industry, academia and government to drive commercial innovation and advancements for a wide range of applications, including human health, climate change, and advanced materials. To further support Canada's quantum research leadership, the NRC will capitalize on recent advancements in intermediate-scale quantum computers available through cloud platforms. This includes developing and applying new quantum algorithms, simulations, and software to fully harness the power of these new computing capabilities.

Broadening our domestic and global networks

Connecting with Canadian businesses and industries and supporting their efforts to innovate and grow is at the core of what the NRC does. In an effort to further enhance networks, develop partnerships and increase economic impacts, the NRC will develop an organization-wide Business Innovation Framework, focusing on key value chains of importance to Canada such as batteries, biomanufacturing and quantum technologies. Through this framework, by identifying gaps and opportunities in these value chains and mapping these to exiting capabilities, technologies, infrastructure and ongoing research and development, the NRC will be better positioned to leverage its capabilities to support the most promising Canadian companies. To further foster innovation and economic growth, licensing agreements sourced from the NRC's value-add intellectual property portfolio will provide competitive advantages to Canadian companies in close alignment and engagement with all critical value-chain stakeholders.

International collaboration bolsters research and development capabilities, accelerates discoveries and transforms these discoveries into market ready technologies and applications. To this end, the NRC will work to strengthen connections with key international partners for greater collaboration and to create new export opportunities. By leveraging complementary international capabilities and resources alongside our own investments, the NRC will focus on strategic areas of importance such as biomanufacturing, e-mobility, quantum technologies and decarbonization.

Through the Global challenges and European industrial competitiveness pillar of Horizon Europe, the NRC will advance consortia projects that bring together Canadian innovators from academia, industry and other organizations with European collaborators to pursue research and development related to major societal challenges. Horizon Europe is the world's largest research and innovation funding program and provides Canadian entities access to projects and partnerships that elevate their research and innovations through global partnerships.

International visibility of Canadian researchers and innovators will also be enhanced as a result of the NRC's leadership role with Eureka, the world's largest international network for industrial research and development collaboration. Through NRC IRAP, Canada will continue to co-chair the Eureka network with Germany's Federal Ministry of Education and Research (BMBF) until June 30, 2025, and will host a

number of key events and meetings in early 2025 leading to the handover of the chair role to Switzerland in July 2025. Taking on the co-chair role provides the NRC with the opportunity to influence Eureka's strategic direction, further Canada's profile internationally as a strong partner for innovation, deepen the Canadian awareness of Eureka and accelerate Canadian participation in Eureka co-innovation projects.

Collaboration with domestic industrial and academic partners will also continue to be facilitated and strengthened. Through its collaborative research and development platform, the NRC will continue to work with universities, industry, other government departments and Indigenous communities, using instruments such as the Ideation Fund and Challenge programs, to tackle economic, social and environmental challenges facing Canada.

Accelerating Canada's transition to successful green economies

In addition to mitigating the effects of climate change, industrial decarbonization provides an opportunity for Canada to diversify its economy and build on existing strengths to lead in emerging industries. The NRC will leverage its many relevant capabilities to support industrial decarbonization and develop solutions that address barriers to adopting electric vehicles.

The NRC will launch a new e-Auto Challenge program that leverages its unique capabilities and network and convenes other Canadian innovators to increase capacity and support the development of an integrated Canadian zero-emission vehicle supply chain. Other activities to advance the adoption of electric vehicles will include exploring lower-emissions propulsion, efficient batteries and vehicle light weighting. A new pilot facility for partial discharge diagnostic of high voltage insulation for multi-modal electrified transportation will help advance electric vehicle safety.

Decarbonizing aviation is a critical component of Canada's goal of meeting net-zero greenhouse gas emissions and making the sector more sustainable. The H2CanFly consortium is set to transform the aviation industry by fast-tracking the commercialization of hydrogen propulsion aircraft to reduce aviation's climate impact and strengthen Canada's position as a global leader in the field. This partnership network, uniting key stakeholders from industry, academia and government, will build an inclusive and accessible national hydrogen flight research platform to achieve critical environmental and economic objectives for Canada.

Based on the same collaborative principle, the NRC has successfully set up a full-scale lab to assess the biodegradability of polymers. This initiative's consortium, which also connects organizations, universities and other government agencies, will advance the commercialization of fully recyclable or biodegradable packaging solutions. Procuring a customized film casting system will further improve the production of sustainable packaging and support Zero Plastic Waste initiatives.

Further, the first round of projects under the Critical Battery Materials Initiative will launch this year. These projects are focused on accelerating battery value chain innovations through automated, AI-enabled platforms and high-performance computing. Projects will aim to improve mid-stream processes and technologies to fill the gap between resource extraction and battery materials supply and explore battery materials recycling as another avenue for increasing the supply chain. The NRC will also work to develop new battery chemistries and recycling processes in anticipation of Canada's future energy storage needs.

To improve efficiencies and safety, the NRC will work with regulators to develop guidelines and standards related to transport electrification. This includes work with Transport Canada and others to advance standards for rapid charging stations, codes and standards for Canadian hydrogen fuel cell-powered rail and guidelines for transit authorities for the safe operation of battery electric buses.

The NRC will also advance research to improve the feasibility of electric aircraft, with work to advance the safety and suitability of battery technologies to enable aircraft electrification and hybridization, and evaluate novel, low-drag aircraft configurations in realistic testing environments to compare their performance with current aircraft. The NRC is also working to strengthen Canadian leadership in the emerging global Advanced Air Mobility (AAM) market. This includes testing and advancing technologies for autonomous operation of air vehicles, developing counter-drone technologies and contributing scientific data to Transport Canada to inform a sound regulatory framework for AAM in Canada.

Departmental result 3: Evidence-based solutions inform decisions in government priority areas
The NRC has a rich history of advancing government priorities by providing evidence-based solutions and high-quality collaborative research. In partnership with key federal and industry stakeholders in research and technology advancement, the NRC will continue to lead innovations that address some of Canada's greatest challenges.

Results we plan to achieve

Accelerating the availability of housing for Canadians
There is an increasingly urgent need to address the lack of housing and rebalance affordability for Canadians. Canada's Housing Plan, released in April 2024, aims to drastically increase the supply of all types of housing to meet growing demands and ensure affordability for all Canadians. Canada's National Model Codes are developed and updated through a consensus-based process with provincial and territorial partners, construction industry experts, stakeholders and members of the public. This process is crucial to the strength of Canada's codes and encourages streamlining of codes across provinces and territories.

The Canadian Board for Harmonized Construction Codes is the federal–provincial–territorial committee responsible for developing and updating Canada's National Model Codes, which form the basis of the codes that fall under provincial jurisdiction. The NRC will continue to support the Board by providing secretarial, technical and policy support for the 2030 National Model Code development cycle. This includes consulting provinces and territories, industry and safety experts to inform future codes that prioritize housing supply and the enhancement of construction types such as tiny homes, small multi-unit residential buildings, single-egress construction and use of offsite construction. As part of this initiative, NRC will also support efforts to address regulatory barriers to facilitate the nationwide expansion of factory-built construction, including supporting e-permit pilot projects and developing guidance for potential adoption by various jurisdictions.

Through its Platform to Decarbonize the Construction Sector at Scale and Construction Sector Digitalization and Productivity Challenge program, the NRC will undertake research to improve construction productivity through at-scale deployment of advanced construction practices, including offsite manufacturing, which will contribute to more efficient construction for new builds and retrofits.

Projects will focus on implementing digitized codes, expanding the availability of electronic permitting solutions and showcasing the value of digital twinning for design and facilities management.

De-risking and accelerating R&D towards commercialization for healthy Canadians

As highlighted in Canada's [Biomanufacturing and Life Sciences Strategy](#), a strong, competitive domestic life sciences sector benefits Canadians by ensuring national security through reliable access to locally manufactured products. The NRC will continue to play a key role by advancing cutting-edge biomanufacturing capabilities that increase access to needed vaccines and therapeutics and developing and de-risking innovative solutions and new technologies that are affordable, fit for purpose and manufactured domestically in a timely manner.

The NRC's [Human Health Therapeutics Research Centre](#), including the new [clinical trial material facility](#) at the Royalmount campus, advances R&D-developed disruptive platform technologies for biologicals and cell and gene therapies, from discovery through to translation in clinical trials, focusing on making these technologies more accessible and affordable. Co-located on the NRC Royalmount campus is Canada's new [Biologics Manufacturing Centre (BMC) Inc.](#), a non-profit supported through government funding. NRC will partner with the BMC to provide a one-stop shop experience to clients for the entire biomanufacturing value chain, from R&D to commercial-scale manufacturing, helping businesses grow. These efforts will support Canada's readiness for health emergencies, offering capacity for pivoting manufacturing rapidly, and our ability to develop affordable therapies for rare diseases that affect Canadians.

Improved access to affordable health care, faster diagnosis and treatment and patient empowerment are only a few benefits of developing and adopting innovative point of care diagnostics. The NRC will continue to advance these technologies by leveraging internal expertise and through collaboration. For example, this year, as part of the [Canada Biomedical Research Fund](#) program and in collaboration with First Nations communities, the NRC will pursue research on antibiotics formulation using AI metabolomics and chip-based testing. The goal is to empower rapid diagnostics of pathogens for food safety and genomic sequencing and track pathogen species migrating to the North. Further, as part of the [Collaborative Centre for Research and Applications in Fluidic Technologies (CRAFT)](#), the NRC will work on rapid classification of sepsis patients for appropriate treatment using microfluidics and molecular technologies.

Distributed care is also critical to effective and accessible health care, particularly in the context of Canada's aging population. To this end, the NRC will increase efforts toward the clinical adoption of digital health and virtual care technologies. This includes technologies that enable remote physiological monitoring of patients to assess their health status non-invasively. To facilitate the adoption of these technologies, the NRC will develop the foundation for an Industrial R&D group showcasing the NRC's bWell digital platform for technology transfer and strategic pre-competitive projects. This industrial group will strengthen existing strategic alliances and allow the sharing of project costs, benefits and risks while providing privileged access to research experts, infrastructure and technologies.

Helping Canada adapt to climate change

The impacts of climate change and extreme weather events are becoming more frequent and their effects on the daily lives of Canadians are intensifying. Understanding how to adapt and protect homes and infrastructure is key to developing and adopting innovations needed to create resilience in the built environment.

- Through its [Climate Resilient Built Environment initiative](), the NRC will develop innovative tools and technologies to integrate resilience into building and infrastructure design and standards. This includes developing new standards related to wildland urban interface design in collaboration with the [Standards Council of Canada]() and publishing guidance and standards on climate resilient infrastructure such as dams, nature-based solutions, bridges, roads, water and wastewater systems, urban transit and buildings.
- The NRC will also advance research and development in climate resilient building materials, low-carbon construction materials and systems by launching and delivering collaborative projects under its [Low Carbon Built Environment Challenge program]().
- Nature-based solutions provide the opportunity to learn from natural processes and nature-based defences that may be more sustainable and adaptable to changing environments. To build Canadian capacity for the potential of nature-based solutions, the NRC will publish the first Canadian guideline for riverine nature-based solutions in Canada. In partnership with industry and government partners, the NRC will also conduct a physical modelling study, contributing to restoring the Hillman Marsh, a critically endangered ecosystem on Lake Erie.
- Climate change poses significant risks to agriculture through extreme weather events, changing precipitation patterns and temperature fluctuations. Enhancing resilience helps mitigate these impacts, supporting stable food production despite adverse conditions. The NRC will continue to advance a platform of integrated technologies to help the indoor agriculture industry accelerate crop design and develop novel engineering technologies in support of regional food production. Digital tools, including simulated environment modelling and data integration, are also being integrated to accelerate the development of technologies that make crops more resilient and sustainable.
- The effective use of marine bioresources offers environmental and economic benefits across food, health and personal care sectors. The NRC's [Aquatic and Crop Resource Development Research Centre]() will support clients with services related to precision fermentation, cellular agriculture and seaweed valorization, while prioritizing the sustainable transformation of biobased resources into economic value as well as ocean health and sustainable aquaculture.

Advancing reconciliation through research, relationships and innovation

Advancing reconciliation and renewing relationships with Indigenous peoples continues to be a key priority for the NRC. The NRC's commitment to advancing reconciliation strengthens our research outcomes and ensures that our research and infrastructure, located across Indigenous territories in Canada, are managed with respect, reciprocity and relationships as fundamental principles. The NRC is committed to furthering its path to reconciliation by continuing to build intentional relationships with Indigenous researchers, innovators, communities, organizations and governments and to braiding knowledge systems to enhance existing research practices and develop new strategies.

Through the Indigenous strategy and engagement team, the NRC will drive system-wide changes that advance Indigenous-inclusive research and innovation. This includes equipping staff with the advice, training and tools they need to build and maintain relationships with Indigenous peoples. It also includes applying an Indigenous lens to design of processes. For example, the team will continue to provide support to the NRC's research ethics board by working to ensure that Indigenous-specific considerations are woven into research ethics review processes.

Through the [Canadian Indigenous languages technology project](#), the NRC will continue working with Indigenous communities and language experts to revitalize Indigenous languages by developing technologies that support language reclamation, revitalization and stabilization. This year, the focus will be on human evaluation and rollout of the text-to-speech toolkit and voices for 3 Indigenous languages (Kanyen'kéha, Plains Cree and SENĆOŦEN). Automatic speech recognition for several Indigenous languages is now at a point where it can be practically useful to transcribers. In addition, by leveraging AI safety expertise, the program will concentrate on detecting and watermarking AI-generated content in Indigenous languages to combat fraudulent learning materials.

The NRC's Dominion Radio Astrophysical Observatory (DRAO) near Penticton, BC, will continue its collaboration with the syilx people and their governing body, the Okanagan Nation Alliance (ONA), to develop and implement a wildfire emergency response plan. This plan involves reducing forest fuels and thinning denser stands of trees to lower the risk and intensity of potential fires, and is carried out by the Penticton Indian Band (PIB) Natural Resources Department. Building on the success of this initial project, treated areas are being monitored and treatment will extend to additional nearby regions. This new phase will be entirely led by the PIB Natural Resources Department and snpinktn, a local syilx company. Once this phase is completed, the NRC will collaborate with the ONA to initiate cultural burning practices to help restore the land to a more natural state.

The NRC's [Arctic and Northern Challenge program](#) will continue to work closely with Northern organizations and other partners, including by way of its current cohort of projects. Following the May 2025 close of its second call for proposals, the program will select and fund a new round of programs addressing pressing issues affecting the quality of life of Northern peoples under the research themes of housing, health, food and water. The program will continue to seek advice through its Northern-based Program Advisory Committee; advance its new processes for regionally based proposal reviews, reviewer and northern expert compensation; and support NRC research staff with Indigenous cultural competency training. Combined, these initiatives will support advancing Indigenous research priorities in new and innovative ways.

Key risks

The NRC has a number of internal and external issues and risks that may impact the organization's ability to achieve its strategic objectives. Externally, increased malicious cyber activity could negatively impact the NRC's operations. Internally, the NRC's aging facilities may present obstacles to conducting its leading-edge research. With competitive labour markets and an aging workforce, there is also a risk the NRC may not be able to attract and retain the talent it needs to advance its mandate. The rapid expansion and use of generative AI tools present both negative risks and new opportunities, using them improperly could lead to erroneous outcomes and biased decision-making, while using them effectively could accelerate research outcomes and contribute to new discoveries and increased productivity.

In 2025–26, the NRC will continue to monitor and manage its issues and risks by executing various action plans to mitigate their likelihood and impact. To mitigate the threat of cyberattacks, the NRC is continuously strengthening its cyber security posture to safeguard the NRC's information technology and networks. The NRC will also continue to advance facility and building revitalization projects as part of its major facilities renewal initiative. Furthermore, the NRC will embed the modernization of its IT equipment into investment planning processes.

To promote continuous improvement and vigilance pertaining to workplace health and safety, the NRC is increasing access to and analysis of proactive hazardous occurrence information to address potential issues before they lead to incidents, in addition to NRC-wide safety campaigns. To address talent shortage risks, the NRC will leverage its new employer brand and employee value proposition to attract and retain diverse top talent and will continue to implement specialized recruitment programs to help build Canada's pool of STEM professionals. To benefit from the potential of generative AI tools, the NRC established a generative AI committee and deployed an internally managed generative AI tool and will continue to support staff with resources on the informed use of generative AI tools with updated guidelines for the proper use of AI as this technology continues to evolve.

Planned resources to achieve results

Table 4: Planned resources to achieve results for science and innovation

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	$1,565,691,658
Full-time equivalents	3,411

Complete financial and human resources information for the NRC's program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus (GBA Plus)

Recognizing that diversity drives innovation and creative solutions, the NRC prioritizes removing barriers, fostering an inclusive culture and building a diverse and representative workforce. In support of these priorities, the NRC engages its employees, clients and collaborators on GBA Plus practices. This includes offering GBA Plus guidance, sharing information and tools and integrating a GBA Plus lens into program design, delivery and evaluation.

For 2025–26, the NRC will continue to build capacity and expand awareness of the importance of GBA Plus across the organization. The NRC's 2024–29 Strategic Plan identifies inclusive innovation as a key priority. Inclusive innovation incorporates GBA Plus and reflects the NRC's commitment to adopting an intersectional lens and making its research, innovation and program activities inclusive and equitable for all Canadians. The NRC has engaged experts and resources to work towards the vision outlined in the plan.

To achieve greater inclusivity, NRC programs will continue to employ strategies to achieve a representative workforce and monitor data on workforce Employment Equity (EE) group representation (women, racialized persons, Indigenous peoples and persons with disabilities). To ensure accurate representation data, programs will continue to promote and encourage self-identification for existing staff and newly hired employees. The NRC will implement targeted recruitment strategies to achieve established EE hiring targets and regularly monitor progress.

The NRC will continue to work with the Treasury Board of Canada Secretariat in 2025–26 to leverage its collaborative program with Statistics Canada on Business Innovation and Growth Support (BIGS). BIGS

data enables the NRC to understand how equity-deserving groups may be disproportionately impacted by its programs so that strategies to mitigate any negative impacts can be determined. Existing NRC programs, such as NRC IRAP and the Collaborative Science, Technology and Innovation Program (CSTIP), will also continue to implement GBA Plus data collection and practices to understand the experience of equity-deserving groups in accessing support and to develop mitigation strategies to address any barriers.

Operationally, the NRC will continue to run its quarterly Inclusive Innovation Community of Practice (CoP) meetings. The CoP brings employees across the country together to create dialogue on the organization's external impacts on diverse groups. It also fosters discussions on how the NRC can continue to promote an equitable, diverse and inclusive workforce and workplace, looking specifically at how to incorporate best practices in delivering the organization's new strategic plans. The NRC Committee on Recruitment and Retention of Women in STEM will also continue to meet quarterly to explore the experiences, challenges and opportunities facing women in STEM. In addition, the NRC will continue its efforts to bolster Indigenous engagement and accessibility within the organization through the guidance of its Indigenous strategy and engagement team and Human Resources EDI advisors.

Furthermore, the organization's GBA Plus Focal Point and centre of expertise will continue to be available to staff for GBA Plus-related questions and support. To better guide staff and further build organizational knowledge and best practices, the NRC's GBA Plus focal point will continue to take part in inter-governmental meetings and working groups related to GBA Plus. This includes Women and Gender Equality Canada's (WAGE) GBA Plus interdepartmental committee and Environment and Climate Change Canada's science-based department and agency GBA Plus working group. Similarly, to further build NRC's leadership role in Indigenous-inclusive innovation, the NRC will continue to participate in the Interdepartmental Indigenous-STEM Cluster, a federal interdepartmental and agency team launched in December 2019 to inform and enhance federal policies, programs and activities related to Indigenous peoples in STEM.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals
The NRC will continue to advance the UN's sustainable development goals identified in the Federal Sustainable Development Strategy through specific actions to address climate change while contributing to a prosperous and inclusive Canadian economy. In support of the Climate Action and Affordable and Clean Energy goals, the NRC will advance research in clean energy production and storage, industrial decarbonization, adaptation and resilience and continued implementation of the Greening Government Strategy. The NRC's work to develop carbon-neutral infrastructure plans and updates to a climate-adaptive building code will support the Industry, Innovation and Infrastructure goal. In 2025–26, the NRC's work to support the goal on Sustainable Cities and Communities will include developing and deploying novel sensors and measurement instruments to enable the mapping and reduction of environmental pollutants. The NRC is committed to supporting the Inclusive and Sustainable Growth goal through its work which includes supporting Canadian SMEs to develop clean technologies. The NRC is also committed to advancing reconciliation by building intentional research and innovation relationships with Indigenous partners that braid knowledge systems to enhance existing research practices and develop new strategies. Finally, the NRC will continue to support Canada's transition to low-carbon modes of transportation to contribute to the Responsible Consumption and Production goal

and is committed to growing Canada's blue economy by advancing research in coastal resilience, intelligent marine assets, pollution remediation and bio assets.

More information on the NRC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our Departmental Sustainable Development Strategy.

Program inventory
Science and innovation is supported by the following programs:

- Aerospace
- Aquatic and Crop Resource Development
- Automotive and Surface Transportation
- Business Management Support (Enabling)
- Biologics Manufacturing Centre
- Canadian Photonics Fabrication Centre
- Collaborative Science, Technology and Innovation Program
- Construction
- Design & Fabrication Services (Enabling)
- Digital Technologies
- Clean Energy Innovation
- Genomics Research & Development Initiative Shared Priority Projects
- Herzberg Astronomy & Astrophysics
- Human Health Therapeutics
- Industrial Research Assistance Program
- International Affiliations
- Medical Devices
- Metrology
- National Science Library
- Ocean, Coastal and River Engineering
- Quantum and Nanotechnologies
- Research Information Technology Platforms (Enabling)
- Special Purpose Real Property (Enabling)
- TRIUMF

Additional information related to the program inventory for science and innovation is available on the Results page on GC InfoBase

Summary of changes to reporting framework since last year
- The Clean Energy Innovation program replaces the Energy, Mining and Environment program.

Internal services
In this section
- Description
- Plans to achieve results

- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

This section presents details on how the department plans to achieve results and meet targets for internal services.

To achieve its departmental priorities and goals, the NRC delivers necessary services and tools to its workforce and researchers. The NRC will continue its efforts to commit to a more efficient and effective approach to serving researchers.

Providing our people with the tools they need

- **Revitalizing the NRC's equipment, facilities and buildings:** The NRC will continue to revitalize its facilities and buildings with increased project monitoring and using new authorities and processes to advance key milestones in delivering its capital projects. The NRC will also launch the process to select the next round of capital projects, informed by refreshed information on the state and performance of its research facilities. To support strong and strategically aligned investment proposals, the NRC will engage with external stakeholders, including other government departments, universities and industry organizations, to understand their needs and expectations.
- **Reinforcing a safety focused culture:** The NRC will also continue to prioritize the safety of its workforce and people visiting the NRC's facilities by promoting the "Make it Safe" campaign. This includes hazard-focused blitzes, improving tools for Committee on Occupational Health and Safety inspections and management, annual stand-up events and enhanced awareness of workplace health and safety through various communication channels. Health, Safety and Environment metrics will be developed and monitored through employee surveys and participation in positive reporting. By integrating these efforts and initiatives, the NRC aims to continue fostering a culture of safety that permeates every level of the organization, driving continuous improvement and proactive risk management.

- **Protecting the security of our assets:** As security remains a high priority within the organization, the NRC will continue in its mission to safeguard its people, infrastructure and data by advancing the implementation of a comprehensive Research Security Program. The NRC will also elevate security awareness and education through targeted training initiatives, particularly during GC Security Awareness Week and Cyber Security Awareness Month. The NRC's ongoing commitment to a rigorous security screening process and modernizing its physical security posture will fortify primary lines of defence in support of a resilient and secure environment that complements a broad culture of research security.
- **Enhancing digital tools:** The NRC will continue to focus on IT modernization by improving IT infrastructure to support high-performance computing. This includes modernizing data centres, enhancing network capabilities and providing hardware and software to support advanced research activities. Updated IT infrastructure will also foster scientific innovation and collaboration while supporting sophisticated data processing and analysis techniques. The NRC is developing custom generative AI tools for employees to match consumer standards while safeguarding sensitive information and maintaining NRC-specific features. Many of these services are being developed as part of a co-op program, with students designing solutions that enable the NRC to work more effectively and focus on the best and most challenging aspects of our jobs. To maintain leadership in the field and keep pace with technological changes, the organization will continuously update its generative AI tools and guidelines. The NRC will enhance Research Data Management by providing a user-friendly Data Management Plans template, applicable to both research and corporate data. Implementing this standard will help the NRC build reliable, ethical, customizable, automated systems and maximize interoperability, positioning the organization at the forefront of data management practices within Canadian science-based organizations.

Supporting the NRC's people

- **Improving equity, diversity and inclusion:** The NRC will implement year two of the 2024–27 NRC Equity, Diversity and Inclusion Strategy, which focuses on achieving a diverse workforce, a barrier-free work environment and an inclusive workplace culture, enabling the NRC and its employees to reach their full potential. Through methodical workforce planning and talent management, the NRC will ensure it has the right people to achieve current and future business goals. To support the attraction and retention of diverse talent, the NRC will continue to establish and strengthen relationships with organizations led by Indigenous peoples and racialized persons, and agencies that provide employment services to persons with disabilities. The NRC will develop a framework for accommodation and disability management to improve support for employees seeking accommodation measures by streamlining internal processes. In addition, the organization will advance work on its pay equity plan, as per the new *Pay Equity Act*, to ensure equal pay for work of equal value for employees in jobs that are predominantly held by women. Full implementation is targeted for 2026.
- **Benefiting from diverse perspectives:** To promote greater inclusivity and diversity on its peer review committees, the NRC will focus on improving GBA Plus data collection and promoting self-declaration among peer reviewers and researchers in the Collaborative Science, Technology and Innovation Program (CSTIP) projects. CSTIP Challenge programs will continue to incorporate stakeholder engagement and GBA Plus considerations through proposal templates, Small Teams Initiatives and review processes to support inclusive and diverse project planning and research.

NRC IRAP will also continue to develop and deliver programming and initiatives that consider and address the obstacles experienced by under-represented colleagues and clients through its EDI Literacy Program, support to SMEs in their EDI journey and introduction of new inclusive tools to increase accessibility in NRC IRAP recruitment processes. The NRC will strengthen its Indigenous engagement strategy by promoting the Cultural Competency Curriculum across the organization, expanding the reach of the Indigenous Engagement Network to include participation from all branches, developing a National Day for Truth and Reconciliation toolkit for NRC regional offices and supporting the preparation of Indigenous engagement plans across the organization.

- **Promoting excellence and leadership development:** Prioritizing research excellence and fostering the next generation of scientific leaders are critical to maintaining the NRC's value and relevance over time, particularly in a context of rapidly evolving technologies and industry needs. Initiatives like the President's Research Excellence Advisory Committee and the Early Career Research+ Network will contribute to the NRC's commitment to excellence by facilitating an ongoing connection to researchers and their communities. Further, the NRC's refreshed leadership development framework will launch initiatives like supervisor clinics, a leadership roadmap and experiential learning frameworks. These efforts aim to equip the NRC's future research leaders, executives and decisions makers with the capabilities required to steer the NRC to a successful future.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	$196,487,307
Full-time equivalents	1,066.20

Complete information on financial resources and human resources for the NRC's program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

The NRC is committed to fostering economic opportunities for Indigenous businesses and achieving the target of awarding at least 5% of the total value of contracts to Indigenous businesses annually, as set out in Appendix E to the Directive on the Management of Procurement. Our plan to meet this target includes the following strategic actions.

- **Enhanced outreach and engagement**
  - **Partnership development:** Establish and strengthen partnerships with Indigenous business organizations, such as the Canadian Council for Indigenous Business (CCIB) and National Indigenous Economic Development Board (NIEDB), to identify and engage potential Indigenous suppliers.

- **Supplier outreach events:** Participate in supplier outreach events, workshops and networking sessions specifically aimed at Indigenous businesses to increase awareness of procurement opportunities within the NRC.

- **Capacity building and support**
  - **Inclusive procurement practices:** Implement set-aside programs for specific contracts or portions of contracts exclusively for Indigenous businesses so they have fair opportunities to participate, along with incorporating criteria in the evaluation process that recognize and reward including Indigenous businesses in supply chains and subcontracting arrangements.
  - **Unbundling:** Explore possibilities to unbundle portions of construction work where a legitimate division into smaller requirements is applicable and could increase opportunities for the participation of Indigenous businesses.

- **Policy and process adjustments**
  - **Review and update policies:** Regularly review and update procurement policies and procedures to remove barriers and make it easier Indigenous businesses to participate.
  - **Simplified procurement processes:** Simplify procurement processes and documentation requirements to make it easier for Indigenous businesses to bid on contracts.

- **Monitoring, reporting and continuous improvement**
  - **Performance tracking:** Implement robust tracking and reporting mechanisms to monitor the percentage of contract value awarded to Indigenous businesses in support of transparency and accountability.
  - **Regular reporting:** Provide regular updates to senior management and stakeholders on progress towards the 5% target, identifying areas for improvement and celebrating successes.

By implementing these strategic actions, the NRC aims not only to meet the mandatory minimum target of 5% but to create a sustainable and inclusive procurement environment that supports the growth and success of Indigenous businesses. This plan reflects our commitment to reconciliation and economic empowerment of Indigenous communities across Canada.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% reporting field	2023–24 actual result	2024–25 forecasted result	2025–26 planned result
Total percentage of contracts with Indigenous businesses	1.6%	5%	5%

Planned spending and human resources

This section provides an overview of the NRC's planned spending and human resources for the next 3 fiscal years and compares planned spending for 2025–26 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2022–23 to 2027–28.

Core responsibilities and internal services	2025–26 planned spending
Science and innovation	$1,565,691,658
Internal services	$196,487,307

Budgetary performance summary

Table 7: 3-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents how much money the NRC spent over the past 3 years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2022–2023 actual expenditures	2023–24 actual expenditures	2024–2025 forecast spending
Science and innovation	1,306,954,477	1,328,737,018	1,506,743,900
Internal services	163,802,501	197,243,636	187,543,435
Total	**1,470,756,978**	**1,525,980,654**	**1,694,287,335**

Analysis of the past 3 years of spending

The upward trend in spending is primarily associated with the new funding received to revitalize and modernize NRC's scientific infrastructure.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 8: Planned 3-year spending on core responsibilities and internal services (dollars)

Table 8 presents how much money the NRC plans to spend over the next 3 years to carry out its core responsibility and for internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Science and innovation	1,565,691,658	1,496,559,220	1,449,263,737
Internal services	196,487,307	200,005,773	199,573,597
Total	**1,762,178,965**	**1,696,564,992**	**1,648,837,334**

Analysis of the next 3 years of spending

The reduction in expenditures in 2026–27 onward is primarily due to sunset funding and savings associated with Budget 2023, partially offset by new capital investment spending to revitalize and modernize NRC's scientific infrastructure.

More detailed financial information on planned spending is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the Government of Canada budgets and expenditures.

Graph 1: Approved funding (statutory and voted) over a 6-year period
Graph 1 summarizes the department's approved voted and statutory funding from 2022–23 to 2027–28.
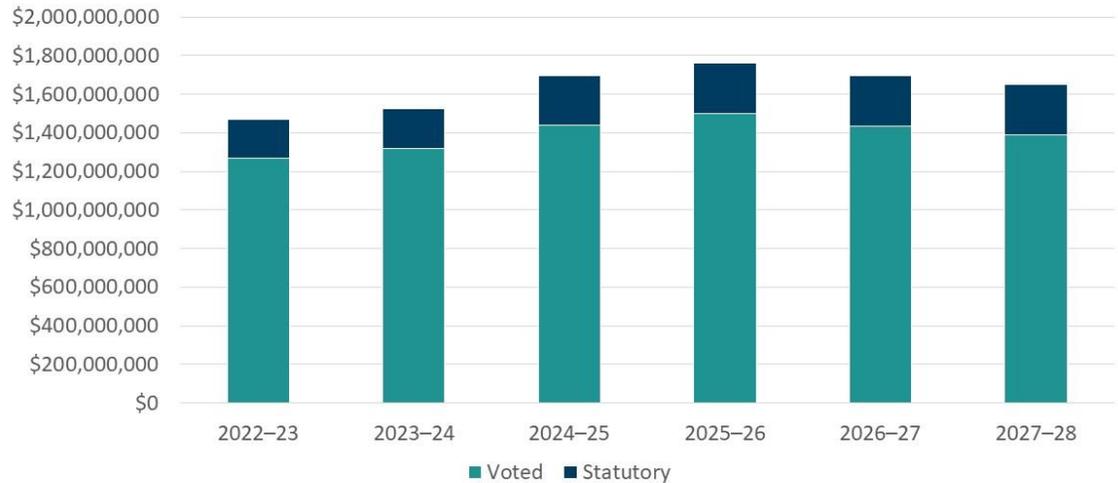
Year	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28
Statutory	204,871,636	206,227,049	253,938,313	260,661,969	260,057,061	259,500,395
Voted	1,265,885,342	1,319,753,605	1,440,349,022	1,501,516,996	1,436,507,931	1,389,336,939
Total	1,470,756,978	1,526,980,654	1,694,287,335	1,762,178,965	1,696,564,992	1,648,837,334

Text description of graph 1

Fiscal year	Total	Voted	Statutory
2022–23	1,470,756,978	1,265,885,342	204,871,636
2023–24	1,526,980,654	1,319,753,605	206,227,049
2024–25	1,694,287,335	1,440,349,022	253,938,313
2025–26	1,762,178,965	1,501,516,996	260,661,969
2026–27	1,696,564,992	1,436,507,931	260,057,061
2027–28	1,648,837,334	1,389,336,939	259,500,395

Analysis of statutory and voted funding over a 6-year period
The reduction in expenditures in 2026–27 onward is primarily due to sunset funding and savings associated with Budget 2023, partially offset by new capital investment spending to revitalize and modernize NRC's scientific infrastructure.

For further information on the NRC's departmental appropriations, consult the 2025–26 Main Estimates.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the NRC's operations for 2024–25 to 2025–26.

Table 9 Future-oriented condensed statement of operations for the year ended March 31, 2026

Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024–25 to 2025–26. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2024–25 forecast results	2025–26 planned results	Difference (planned results minus forecast results)
Total expenses	1,588,369,000	1,677,094,000	88,725,000
Total revenues	201,265,000	188,787,000	(12,478,000)
Net cost of operations before government funding and transfers	1,387,104,000	1,488,307,000	101,203,000

Analysis of forecasted and planned results

The NRC's 2025–26 planned expenses and revenues are based on the Annual Reference Level Update (ARLU). Also included in planned expenses are the NRC's portion of the expense accounts of the Canada-France-Hawaii Telescope Corporation (CFHT) ($6.2M), TMT International Observatory LLC (TIO) ($4.2M) and Square Kilometre Array Observatory (SKAO) ($3.4M).

The 2025–26 planned revenues are composed of research services ($76.7M), technical services ($85.9M), intellectual property, royalties and fees ($3.7M), sale of goods and information products ($3.3M), rentals ($7.9M), and grants & contributions ($4.4M). Also included is $6.8M of accrued adjustments mainly from lease inducement revenue ($2.1M), the consolidation of the revenue accounts of CFHT, TIO and SKAO ($5.5M) and other adjustments.

A consolidated future-oriented statement of operations, including a reconciliation of the net cost of operations with the requested authorities, is available on the NRC's website.

Human resources

This section presents an overview of the department's actual and planned human resources from 2022–23 to 2027–28.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for the NRC's core responsibilities and for its internal services for the previous 3 fiscal years. Human resources for the current fiscal year are forecasted based on the year to date.

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 forecasted full-time equivalents
Science and innovation	3,300.8	3,263.3	3,342.3
Internal services	962.5	1,059.9	1,066.2
Total	**4,263.3**	**4,323.2**	**4,408.5**

Analysis of human resources over the last 3 years

The increase in FTEs is primarily associated with new or growing programs at several research centres, including Construction, Digital Technologies and Clean Energy Innovation. FTEs in Procurement increased as a result of the NRC's new infrastructure funding and increased procurement authorities, and there was also an FTE increase under IM/IT.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of the NRC's core responsibilities and for its internal services planned for the next 3 years.

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
Science and innovation	3,411.0	3,411.0	3,411.0
Internal services	1,066.2	1,066.2	1,066.2
Total	**4,477.2**	**4,477.2**	**4,477.2**

Analysis of human resources for the next 3 years

The planned FTE increase in 2025–26 onward is due to new IRAP FTEs associated with the transfer of Sustainable Development and Technology Canada.

Corporate information

Departmental profile

Appropriate minister: The Honourable Mélanie Joly, P.C., M.P., Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions

Institutional head: Mitch Davies

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s): *National Research Council Act*, R.S.C. 1985, c. N-15

Year of incorporation / commencement: 1916

Other: The NRC is a departmental corporation of the Government of Canada, reporting to Parliament through the Minister of Innovation, Science and Industry. The NRC works in partnership with members of the Innovation, Science and Economic Development Portfolio to leverage complementary resources to promote research and integrated innovation, exploit synergies in key scientific and technological areas, promote SME growth and contribute to Canadian economic growth. The NRC's Council provides independent strategic advice to the NRC president and reviews organizational performance. The president provides leadership and strategic management and is responsible achieving the NRC's long-range goals and plans in alignment with government priorities. Each of the NRC's vice-presidents is responsible for a number of areas composed of programs and research initiatives, research centres, the NRC Industrial Research Assistance Program and/or a corporate branch. Vice-presidents and NRC managers are responsible for executing plans and priorities to support successful achievement of objectives.

Departmental contact information

Mailing address: National Research Council Canada

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Telephone: 613-993-9101 or toll-free 1-877-NRC-CNRC (1-877-672-2672)

Fax: 613-991-9096

Email: info@nrc-cnrc.gc.ca

Website: nrc.canada.ca

Supplementary information tables

The following supplementary information tables are available on the NRC's website:

- Details on transfer payment programs
- Gender-based analysis plus

Information on the NRC's departmental sustainable development strategy can be found on the NRC's website.

Federal tax expenditures

The NRC's Departmental Plan does not include information on tax expenditures.

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in 1 or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of the number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

horizontal initiative (initiative horizontale)

An initiative where two or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business (entreprise autochtone)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the Indigenous Business Directory.

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and

liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead, they are within the area of the department's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that a department, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.