



Copyright Board  
Canada

Commission du droit  
d'auteur Canada

# Copyright Board of Canada **2026–27 Departmental Plan**

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The Honourable Mélanie Joly, P.C., M.P.

Minister of Industry and Minister responsible for  
Canada Economic Development for Quebec Regions

Canada 

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# Copyright Board of Canada's 2026-27 Departmental Plan

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## At a glance

This departmental plan details the Copyright Board's priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as the Board's [vision](#), [mandate and role](#), and [governance](#).

## Key priorities

The Copyright Board identified the following key priorities for 2026-27:

- Continue the sound management of the case inventory;
- Grow the Board's capacity as a marketplace facilitator, particularly with respect to alternative dispute resolution (ADR) options; and
- Maintain healthy organizational practices.

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

The Copyright Board of Canada does not have planned reductions under the Comprehensive Expenditure Review.

The Board will, however, respect the spirit of the exercise by doing the following:

- Reduce expenditures related to its core responsibility - Copyright Tariffs and Licences; and

- Review all discretionary and ongoing expenditures with a view to reducing or eliminating costs where possible.

This Departmental Plan reflects these measures.

## **Highlights for the Copyright Board in 2026-27**

In 2026-27, building on discussions with our stakeholder Advisory Working Group, the Board plans to launch consultations on its Individual Cases regime. In parallel, the Board will also undertake a practical analysis of alternative dispute resolution (ADR) options for managing tariff and licensing processes.

To this end, the Board has signed a Memorandum of Understanding with the World Intellectual Property Organization (WIPO) to leverage their expertise in developing the Board's capacity to support ADR. The ultimate aim of this work is to offer parties less formal, more efficient alternatives to traditional tariff and licensing proceedings.

The Copyright Board will also launch a preliminary consultation with its Advisory Working Group to review the Board's regulations. The intention is to develop a plan for changes based on the parties' and the Board's experience with the new practices and procedures implemented as part of the Modernization Initiative.

In 2026-27, total planned spending (including internal services) for the Copyright Board is \$4,774,176 and total planned full-time equivalent staff (including internal services) is 26.

## **Summary of planned results**

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called "core responsibilities."

### **Core responsibility: Copyright Tariffs and Licences**

In 2023, the Copyright Board completed Phase 1 of its Modernization Initiative, which resulted in a complete overhaul of its operations, from processes to internal policies, to increase the efficiency and transparency of its proceedings. Following on this path, in 2026-27, the Board will continue to work towards the objectives set in Phase 2 of its Modernization Initiative, consolidating the operational changes it has made and adjusting them based on experience.

Specifically, the Board's priorities are as follows:

- Continue sound management of the case inventory;
- Grow the Board's capacity as a marketplace facilitator, particularly with respect to alternative dispute resolution (ADR) options; and
- Maintain healthy organizational practices.

Planned spending: \$3,819,340

Planned human resources: 21

More information about [Copyright Tariffs and Licences](#) can be found in the full plan.

For complete information on the Board's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## From the Institutional Head



Drew Olsen  
Vice-Chair and Chief Executive Officer

In my second year as the Vice-Chair and CEO of the Copyright Board of Canada, I am pleased to present our Departmental Plan for 2026-27. This document outlines the priorities and strategic direction of the Board, detailing how we plan to consolidate the changes we have made as part of our Modernization Initiative by taking stock, internally and with our stakeholders, of our progress and adjusting them to ensure that our practices and procedures are as efficient as possible. Continuing our efforts to modernize, streamline, and enhance the services we provide to Canadians and to the copyright sector will help us accelerate the reduction in our case inventory, a central objective of our Modernization Initiative.

The Copyright Board began its Modernization Initiative in 2019. In 2023, the Board successfully completed Phase 1, a significant milestone that resulted in the overhaul of internal policies and processes. We also initiated Phase 2, the consolidation of Phase 1 reforms and a review of other mechanisms that the Board has at its disposal to deliver on its mandate. Looking ahead to 2026-27, we will continue to refine our operations and further strengthen our capacity as a key marketplace facilitator.

In particular, our top priorities for the upcoming fiscal year reflect our ongoing commitment to progress:

1. **Sound management of our case inventory to accelerate the reduction in the tariff backlog:** Ensuring an efficient and organized system for processing cases remains a core responsibility of the Board. Our ongoing efforts to improve case management will ensure that we resolve cases faster while meeting the demands of a dynamic and evolving copyright landscape.
2. **Growing the Board's capacity as a marketplace facilitator:** We are focused on enhancing our role as a central player in the copyright ecosystem. Efforts to better understand the copyright marketplace and exploring different ways to deliver on its mandate, such as through alternative dispute resolution models (ADR), will ensure that our tariff and licence decisions are made in a timely, transparent, and equitable manner. This will help support the sustainable growth of Canadian creativity and innovation.

3. **Maintaining healthy organizational practices:** The success of the Board relies on the dedication and professionalism of our people. In 2026-27, we will continue to foster a healthy work environment that supports staff development, inclusivity, and operational excellence.

I invite you to read the detailed sections of this plan to learn more about the specific initiatives and targets that will guide our work in the coming year and demonstrate our commitment to delivering results that support the copyright system as a whole. We strive to work collaboratively to advance Canada's copyright framework, promote creativity, and foster innovation.

Sincerely,

Drew Olsen  
Vice-Chair and CEO  
Copyright Board of Canada

## **Plans to deliver on core responsibilities and internal services**

### **Core responsibilities and internal services**

- [Core responsibility: Copyright Tariffs and Licences](#)
- [Internal services](#)

### **Core responsibility: Copyright Tariffs and Licences**

#### **In this section**

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- [Plans to achieve results](#)
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- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

#### **Description**

The Board is an economic regulatory body and independent administrative tribunal empowered to establish the tariffs which set the royalties to be paid for the use of copyrighted works, when the copyright in such works is administered collectively by a society. The Board also issues licences which set the royalties to be paid for the use of copyrighted works when the copyright owner cannot be located. By issuing fair and equitable tariffs and licences, the Board ensures that rights owners are remunerated in a timely manner, while supporting prosperity and innovation in the Canadian economy. Its work also promotes confidence in Canada's tariff and licencing processes.

#### **Quality of life impacts**

The Government of Canada developed a Quality of Life Framework that aims to measure what matters most to Canadians to help drive evidence-based budgeting and decision-making at the federal level. The Quality of Life Framework is organized into domains, each of which includes a number of indicators. More information on this framework, including the domains and indicators, can be found on [Canada's Quality of Life Framework website](#). This section identifies the Quality of Life Framework domains and indicators that relate most closely to the Copyright Board's core responsibility (Copyright Tariffs and Licences).

The Board's core responsibility contributes to the "Prosperity" domain of the Quality of Life Framework for Canada and, more specifically, "Gross domestic product (GDP) per capita" and "Productivity," through the activities mentioned in the core responsibility description.

The Board's activities also contribute to the "Good Governance" domain of the Quality of Life Framework for Canada and, more specifically, "Access to fair and equal justice (civil and criminal)" and "Confidence in institutions."

## Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Copyright Tariffs and Licences. Details are presented by departmental result.

**Table 1: Efficient and Transparent Issuance of Tariffs and Licences**

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Copyright Tariffs and Licences.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of tariff decisions rendered in accordance with legislative and regulatory requirements	2022-23: 100% 2023-24: 100% 2024-25: 100%	At least 80%	March 31, 2027
Percentage of decisions related to works where copyright owner is unlocatable that are issued within the Board’s service standards	2022-23: 50% 2023-24: 92% 2024-25: 75%	At least 80%	March 31, 2027
Number of decisions overturned during judicial reviews on procedural fairness grounds	2022-23: 0 2023-24: 0 2024-25: 0	0	March 31, 2027
Percentage of parties involved in tariff proceedings who agree that Board processes are transparent*	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	TBD*	March 31, 2030
Percentage of parties involved in tariff proceedings who agree that the Board processes are efficient*	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	TBD*	March 31, 2030

\*The collection method was updated in 2025 for the last 2 indicators. Targets will be set in 2026-27, and the Board will start reporting results in 2029-30.

Additional information on the [detailed results and performance information](#) for the Copyright Board’s program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for Copyright Tariffs and Licences in 2026-27.

### Efficient and Transparent Issuance of Tariffs and Licences

The following section describes the planned results for Copyright Tariffs and Licences in 2026-27, continuing with the plans established in 2024-25.

### Results we plan to achieve

- Continue the sound management of the case inventory

The Board will continue working to reduce its case inventory while managing the regular flow of new proposed tariffs. It will also review its rules of practice and procedure to expand the guidance provided to parties and make proceedings more efficient and predictable. Finally, it

will continue to refine its internal case management practices and establish internal service standards to measure and track its performance.

- Grow the Board’s capacity as a marketplace facilitator, particularly with respect to alternative dispute resolution (ADR) options

The Copyright Board plays a key role as a facilitator in the Canadian copyright marketplace. The Board will launch consultations on its individual cases regime and explore the potential of ADR to identify new opportunities to strengthen its role as a marketplace facilitator.

The Board will also continue to reflect on its role in the evolving copyright marketplace. It will continue its engagement with creator and user communities to deepen its understanding of their needs and practices. In addition, the Board will continue to collaborate with other Canadian organizations engaged in market regulation, such as the Canadian Digital Regulators Forum and with international counterparts, such as the World Intellectual Property Organization (WIPO) to share best practices and expertise on common issues, including content valuation and data-driven research in the digital marketplace.

- Maintain healthy organizational practices

The Board is committed to delivering high-quality services to Canadians through the responsible management of its resources. As a small federal organization with just over 20 full-time employees, the Board must rely on innovative management tools and systems to operate efficiently, in line with the government’s objective to spend less to invest more. Strengthening organizational capacity will remain a key priority in 2026–27. To support this, the Board plans to modernize its information management (IM) systems and introduce new IM tools to enhance productivity, transparency, and accessibility.

Across all initiatives, the Board remains committed to fostering a diverse and inclusive workplace, aligned with its commitments under the [50-30 Challenge](#). In terms of human resources, the Board will continue to prioritize workplace well-being, health and safety and accessibility. It will also strengthen its professional development and retention strategies to reduce staff turnover.

## **Gender-based Analysis Plus**

The Copyright Tariffs Setting and Issuance of Licences program aims to impartially set national tariffs to compensate the use of copyrighted works when the rights for such works are administered by a collective society. The program also includes the issuance of licences that set royalties to be paid for the use of copyrighted works when the rights owners cannot be located. As an administrative tribunal, the Copyright Board’s proceedings do not take explicit account of the diversity of parties appearing before it. Nevertheless, GBA Plus equity considerations, such as ability to pay, may be taken into account, and staff may provide additional assistance to parties or individuals unfamiliar with the practices and procedures of the Board.

Parties to Board proceedings are collective societies representing creators and other rights holders, as well as entities that use copyrighted works in their operations, including businesses, not-for-profit organizations, and professional associations representing user communities. Applications for licences for

unlocatable authors can be submitted by anyone, Canadian or otherwise. In all cases, the Board does not choose its clients; it only considers their applications when they are made. All Board decisions are made via public proceedings that are open to all Canadians. The Board considers all GBA Plus matters that are put on the public record of a proceeding by individuals and stakeholders.

Groups that may directly and indirectly benefit from this program include Canadian copyright owners, businesses operating in Canada and not-for-profit entities that use copyright-protected material in their activities. These may include, both in terms of copyright owners and businesses, Indigenous peoples, 2SLGBTQI+ individuals, individuals from official language minority communities, racialized individuals, individuals with disabilities and all Canadians of any gender that own copyrights or use copyrighted material in their business or not-for-profit operations, from all regions of Canada. As tariffs apply equally across Canada, there is equality in their application, but there may be differences in equity between specific groups. The Board will look into the feasibility of conducting research to better understand the copyright market in Canada, including the demographic profile of copyright owners, businesses operating in Canada and not-for-profit entities that use copyright-protected material in their activities, commensurate with its size and capacity.

While as a micro-organization, the Copyright Board does not have the capacity to dedicate any full-time resources to GBA Plus, diversity, inclusion and accessibility issues are regularly discussed by senior management. Moreover, this lens is applied to all management initiatives, programs, tariff case resolution and internal services. In 2023, the Board created an Accessibility Committee and appointed an Accessibility Champion.

To ensure employee awareness of the GBA plus framework, the Board includes a GBA plus course in its mandatory training curriculum, as well as training on unconscious bias. This is intended to ensure that GBA Plus and inclusivity are considered in service delivery and policy development whenever possible. Emphasis was also placed on addressing accessibility barriers identified in our Accessibility Plans to facilitate the inclusion of people with disabilities in our work environment.

In 2022, the Board amended its Department Results Framework to include two indicators related to the parties' perception of transparency and efficiency of proceedings. The indicators were implemented in 2023-24 and an online survey for data collection became operational in April 2023. Despite several efforts to encourage participation, the Board was unable to gather sufficient data to establish performance targets or report results. Hence, an amendment to the survey methodology to improve the Board's capacity to assess performance will be implemented starting in 2026-27. As the new measures are based on one-on-one interviews with parties, parties can be asked to provide insight into GBA Plus issues during these interviews. This data may also help support future reporting on GBA Plus-related measures. A key challenge for the Board to overcome is the fact that specific data is not readily available and that, while associations typically reflect the collective interests of their respective communities across Canada's regions and language groups, they have no obligation to share any proprietary data on the composition of their members with the Copyright Board.

**Planned resources to achieve results**

**Table 2: Planned resources to achieve results for Copyright Tariffs and Licences**

Table 2 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$3,819,340
Full-time equivalents	21

[Complete financial](#) and [human resources information](#) for the Copyright Board’s program inventory is available on GC InfoBase.

**Program inventory**

Copyright Tariffs and Licences is supported by the following program:

- Copyright Tariff Setting and Issuance of Licences

Additional information related to the program inventory for Copyright Tariffs and Licences is available on the [Results page on GC InfoBase](#).

**Summary of changes to reporting framework since last year**

The Copyright Board’s Departmental Results Framework was amended to address previous challenges in obtaining meaningful feedback through client surveys. Specifically, the data collection method was modified for 2 indicators:

- Percentage of parties involved in tariff proceedings who agree that Board processes are transparent; and
- Percentage of parties involved in tariff proceedings who agree that Board processes are efficient.

Starting in 2026-27, the client surveys will be conducted every three years and will include an interview component to provide deeper insights and supplement the survey results. By strengthening stakeholder participation in performance measurement, these amendments support the Board’s commitment to accountability and continuous improvement as a federal organization.

**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:

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

## Plans to achieve results

This section presents details of the department's plans to achieve results and meet targets for internal services.

The Copyright Board will manage its resources prudently to support the Government of Canada's expenditure review and ensure value for money. Planned efficiency measures will reduce costs while preserving timely, high-quality delivery of the Board's core mandate and internal services.

In 2026–27, the Board will move forward with the modernization of its information management systems to improve access, security, and retention of its records, as well as support the adoption of more efficient technologies. This work will streamline the handling of case files and reduce the administrative burden associated with their lifecycle management and preservation.

## Planned resources to achieve results

**Table 3: Planned resources to achieve results for internal services this year**

Table 3 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$954,836
Full-time equivalents	5

[Complete financial](#) and [human resources information](#) for the Copyright Board's program inventory is available on GC InfoBase.

## Planning for contracts awarded to Indigenous businesses

As a micro-organization with a highly specialized mandate, the Board undertakes a limited volume of procurement activity, and contracts awarded are often of relatively low dollar value. This constrains the number and scale of opportunities available for contracting with Indigenous businesses.

Notwithstanding these limitations, the Board has put measures in place to assess Indigenous business

capacity through the use of PSPC’s Indigenous Business Directory and is engaged in Indigenous procurement working groups and committees. Where feasible, the Board intends to leverage these tools to direct appropriate procurement opportunities to Indigenous businesses in support of the Government of Canada’s objective to achieve a minimum of 5% of total contract value awarded to Indigenous businesses.

**Table 4: Percentage of contracts planned and awarded to Indigenous businesses**

Table 4 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	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	22%	5%	5%

## Planned spending and human resources

This section provides an overview of the Copyright Board’s planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 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 2023-24 to 2028-29.

### Budgetary performance summary

**Table 5 Three-year spending summary for core responsibilities and internal services (dollars)**

Table 5 presents the Board’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Copyright Tariff and Licences	\$3,259,894	\$4,062,309	\$3,832,858
Internal services	\$814,955	\$1,010,997	\$958,215
<b>Total (\$)</b>	<b>\$4,074,849</b>	<b>\$5,073,306</b>	<b>\$4,791,073</b>

**Analysis of the past three years of spending**

As a micro-organization with a specialized mandate, the Copyright Board’s expenditures generally remain stable from year to year, with limited fluctuations across most categories. The majority of the Board’s spending is attributable to personnel costs, which are influenced by collective bargaining outcomes.

In 2024–25, the implementation of new collective agreements resulted in a notable increase in expenditures. In addition, the Board increased its capacity in both its core responsibilities and internal services, which further contributed to higher personnel costs. Aside from these adjustments, the Board’s spending patterns have remained consistent, reflecting its steady operational requirements and prudent financial management.

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

**Table 6 Planned three-year spending on core responsibilities and internal services (dollars)**

Table 6 presents the Copyright Board’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Copyright Tariffs and Licences	\$3,819,340	\$3,819,340	\$3,819,993
Internal services	\$954,836	\$954,836	\$954,998
<b>Total</b>	<b>\$4,774,176</b>	<b>\$4,774,176</b>	<b>\$4,774,991</b>

**Analysis of the next three years of spending**

Looking ahead, the Copyright Board’s planned expenditures for the next three fiscal years are expected to remain stable, with no significant fluctuations anticipated across expenditure categories. As a micro-organization with a focused mandate and steady operational requirements, the Board’s resource needs are relatively predictable. Personnel costs will continue to represent the largest share of total expenditures, reflecting the Board’s reliance on specialized expertise to fulfill its mandate.

The increases to capacity implemented in 2024–25 are expected to meet the organization’s ongoing needs, even as it continues to modernize. Spending is projected to remain generally consistent year over year.

One exception may be in its plans to modernize its information management systems. The Board’s intention is to make maximum use of tools and software already available to it. That said, there may be a temporary increase in related expenses over the next two to three years to procure the necessary skill and capacity to design, develop, populate, and guide organization-wide adoption and use of new systems and processes.

The Board will continue to exercise prudent financial management and monitor its expenditures to ensure that resources are aligned with priorities and operational requirements.

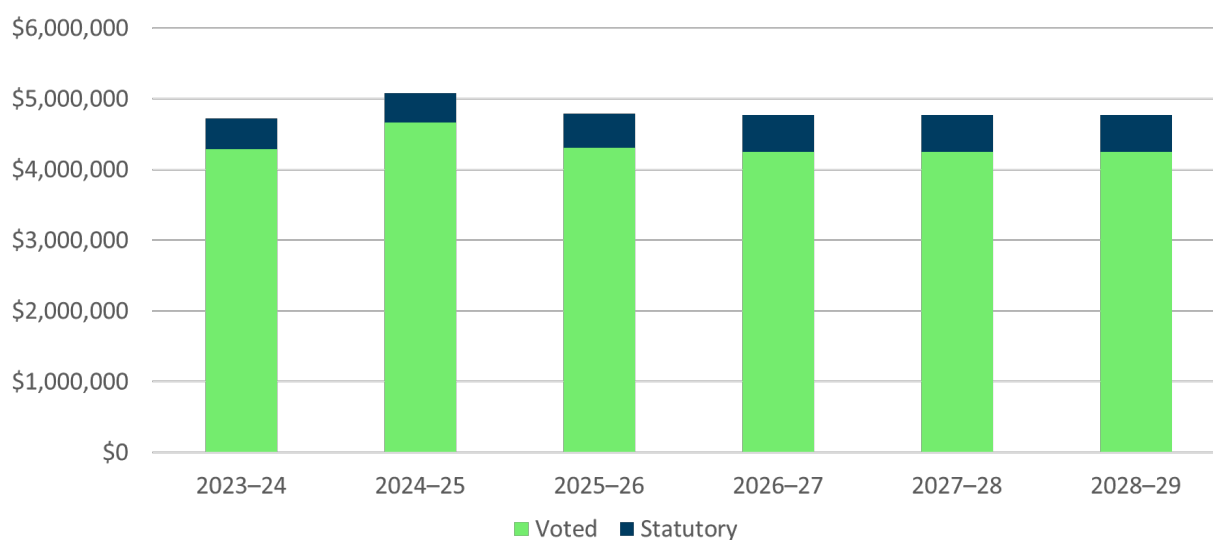
More [detailed financial information on planned spending](#) is available on the Finances section of GC InfoBase.

## 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 six-year period

Graph 1 summarizes the department’s approved voted and statutory funding from 2023-24 to 2028-29.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2023-24	\$4,726,425	\$4,292,789	\$433,636
2024-25	\$5,078,773	\$4,667,620	\$411,153
2025-26	\$4,791,073	\$4,304,755	\$486,318
2026-27	\$4,774,176	\$4,251,677	\$522,499
2027-28	\$4,774,176	\$4,251,677	\$522,499
2028-29	\$4,774,991	\$4,252,492	\$522,499

### Analysis of statutory and voted funding over a six-year period

Over the six-year period from 2023–24 to 2028–29, the Copyright Board’s overall funding profile—both voted and statutory—remains largely stable, reflecting the organization’s consistent operational needs and focused mandate. As a micro-organization, the Board’s funding requirements do not fluctuate significantly from year to year.

The exception to this stability occurred in 2024–25, when voted funding increased due to the implementation of new collective agreements. The resulting retroactive salary adjustments and back-

pay disbursements to a large proportion of employees led to a temporary rise in expenditures and, consequently, in voted authorities for that fiscal year. This one-time adjustment accounts for the variance observed between 2023–24 and 2024–25.

Beyond 2024–25, both voted and statutory funding are projected to remain steady over the subsequent fiscal years. No significant program changes or new funding pressures are anticipated, and the Board’s financial requirements are expected to continue to align closely with its ongoing operations.

For further information on the Copyright Board’s departmental appropriations, consult the [2026-27 Main Estimates](#).

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Copyright Board’s operations for 2025-26 to 2026-27.

**Table 7 Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)**

Table 7 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. 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	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$5,348,807	\$5,383,448	\$34,641
Total revenues	-	-	-
Net cost of operations before government funding and transfers	\$5,348,807	\$5,383,448	\$34,641

### Analysis of forecasted and planned results

The minimal variance between forecast and planned results demonstrates the stability of the department’s operating environment and the effectiveness of financial planning and forecasting processes.

A more detailed [Future-Oriented Statement of Operations and Associated Notes for 2026-27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on the Copyright Board’s website.

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2023-24 to 2028-29.

**Table 8: Actual human resources for core responsibilities and internal services**

Table 8 shows a summary of human resources, in full-time equivalents, for the Copyright Board’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on the year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Copyright Tariffs and Licences	21	21	21
Internal services	4	5	5
<b>Total</b>	<b>25</b>	<b>26</b>	<b>26</b>

**Analysis of human resources over the last three years**

Over the three-year period beginning in 2023–24, the Copyright Board’s staffing levels have remained largely stable, reflecting the organization’s steady operational requirements and focused mandate. As a micro-organization, the Board’s workforce is composed primarily of specialized positions required to deliver its core responsibilities.

In 2024–25, the Board added one full-time equivalent (FTE) within internal services to support operational needs. Aside from this minor adjustment, the total number of FTEs has remained consistent and is expected to remain stable over the coming years. This reflects the Board’s efficient use of human resources and alignment between workforce capacity and organizational priorities.

**Table 9: Human resources planning summary for core responsibilities and internal services**

Table 9 shows information on human resources, in full-time equivalents, for each of the Copyright Board’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Copyright Tariffs and Licences	21	21	21
Internal services	5	5	5
<b>Total</b>	<b>26</b>	<b>26</b>	<b>26</b>

**Analysis of human resources for the next three years**

Looking ahead to the 2026–27 to 2028–29 period, the Copyright Board’s human resources levels are expected to remain stable, with no significant changes anticipated. The organization’s current workforce is appropriately aligned with its operational and strategic priorities, and no additional positions are projected during this period.

As a micro-organization with a focused mandate, the Board continues to maintain a lean and efficient staffing model that supports the delivery of its core responsibilities and essential internal services. This stability in full-time equivalents (FTEs) reflects sound workforce planning and the effective management of human resources in support of the Board’s ongoing operations.

## Supplementary information tables

Information on the Board's departmental sustainable development strategy can be found on the Copyright Board's [website](#).

## Federal tax expenditures

The Copyright Board'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.

## 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:	Drew Olsen, Vice-Chair and Chief Executive Office
Ministerial portfolio:	Innovation, Science and Economic Development
Enabling instrument:	<a href="#">Copyright Act</a>
Year of incorporation / commencement:	1989

### Departmental contact information

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Fax:	613-952-8630
Email:	<a href="mailto:secretariat@cb-cda.gc.ca">secretariat@cb-cda.gc.ca</a>
Website(s):	<a href="https://cb-cda.gc.ca/en">https://cb-cda.gc.ca/en</a>

## 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 one 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 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 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)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

**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.