National Research Council Canada | Conseil national de recherches Canada

The National Research Council Canada 2026–27 Departmental Plan

The Honourable Mélanie Joly

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

Canada

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National Research Council Canada's 2026–27 Departmental Plan

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At a glance

This departmental plan details the National Research Council of Canada's (NRC) priorities, plans and associated costs for the upcoming 3 fiscal years.

These plans align with the priorities outlined in the Mandate Letter, as well as the NRC's Vision, mission, raison d'être and operating context.

Key priorities

The NRC identified the following priorities for 2026 to 2027:

- Supporting defence research, innovation and industrialization
- Leveraging the NRC's expertise in construction to support housing affordability and availability
- Supporting industrial growth in traditional and emerging sectors
- Making available research excellence in support of academic and private-sector partners

These priorities are supported by the four strategic research areas as set out in the NRC Strategic Plan 2024 to 2029:

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

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.

As part of meeting this commitment, the NRC is planning the following spending reductions:

- **2026–27**: $95,323,000
- **2027–28**: $127,097,000
- **2028–29:** $190,646,000

It is anticipated that these spending reductions will involve a decrease of approximately 510 full-time equivalents by 2028 to 2029.

The National Research Council of Canada will achieve these reductions by doing the following:

- **Aligning our portfolio of research capabilities with our strategic plan and government priorities.** We have reduced expenditures and made the decision to wind-down teams in some areas of research. We have taken decisions that sustain a high level of research excellence in areas where the NRC is counted on to deliver, consistent with our mandate and strategy, emerging national priorities, and recent reviews and evaluations.
- **Consolidating and streamlining corporate and enabling services to increase efficiency, benefit from new technology and business processes, and reduce costs.** While the first phase of the NRC's CER implementation in 2025 to 2026 had a greater impact on research centres, the next phases of workforce adjustment will impact corporate and enabling services and the executive levels to a greater degree. The full CER roll out will be completed by the end of 2026 to 2027. In total, by the third year of implementation, 510 positions will be eliminated, including specifically reducing executive positions by 28 (12% of our executive workforce). Overall, these changes are consistent with the goal of preserving the maximum possible support for core research and innovation work across the organization.
- **The NRC's grants and contributions will also be reduced as part of the CER**, and we will adjust so we continue to support strategic activities and relationships.

The figures in this departmental plan reflect these reductions.

Highlights for the National Research Council Canada in 2026 to 2027

In 2026 to 2027, the National Research Council of Canada will continue advancing mission-driven science and innovation that strengthens Canada's national security, economic resilience and global

competitiveness. Priority initiatives include advancing emerging, dual-use technologies for quantum sensing, computing and networking and supporting Canada's innovative businesses to pivot into defence and dual-use applications to build a strong and sustainable defence sector in Canada.

As part of building a strong defence industry in Canada, the NRC will support strategic partners to strengthen Canadian defence industrialization by developing technologies that are dual use and address priority capability needs, strengthening domestic supply chains and accelerating the transition of innovation from concept to deployment. This will include support to accelerate defence industrial innovation in Unmanned Aircraft Systems technologies and airborne defence capability development within Canada's ecosystem through cutting-edge research, testing and demonstration of emerging technologies.

The NRC will also strengthen Canada's biomanufacturing and life sciences capacity by linking early-stage research with large-scale production through its clinical trial material facility. Through partnerships with universities and clinical networks, researchers will combine lab-on-a-chip technologies, artificial intelligence (AI) and data analytics to accelerate the development of new vaccines, therapies and diagnostic technologies while building the national capability to respond quickly to public health and biodefence challenges and to enhance Canada's health security. The NRC will also apply its life sciences capacity to advance innovative technologies that augment Canada's food productivity and the climate resilience of land- and marine-based resources.

Through the NRC Industrial Research Assistance Program (NRC IRAP), the NRC will continue to help Canadian small and medium-sized enterprises (SMEs) innovate, scale and compete in global markets. The program will maintain its capacity to identify and invest in emerging technologies while providing equitable support across industries and regions. NRC IRAP will deliver the Defence Industry Assist (DIA) initiative, a new program supporting high-potential Canadian SMEs in developing cutting-edge technologies for defence and dual-use applications.

New mission-driven Challenge programs will be launched to accelerate innovation in key growth areas such as zero-emission transportation, secure quantum communications and internetworking, and AI for productivity. By connecting firms with global partners, expertise, and collaborative research and development opportunities, the NRC will continue to strengthen Canada's innovation ecosystem and drive inclusive economic growth.

The NRC will continue to support the acceleration of Canada's housing supply by partnering with industry to co-develop and de-risk technologies, including technologies for prefabricated construction. Also, the NRC will support the development of standards and toolkits to harmonize processes across the construction and prefabrication value-chains.

In 2026 to 2027, the NRC will advance measurement science and create new standards that support Canadian defence priorities and accelerate the safe adoption of emerging technologies. This includes work towards developing standards for quantum sensors, computers and communication systems, a new calibration system for measuring direct-current power in electric-vehicle (EV) charging stations, and Canada's first reference material for detecting and quantifying nanoplastics in water, food and other materials.

The NRC will also sustain operations and upgrades across its national astronomical infrastructure and contribute to global projects that expand Canada's scientific reach while creating opportunities for

industrial applications such as through the construction of the 2 largest telescope arrays in the world under the Square Kilometre Array Observatory.

In 2026 to 2027, total planned spending (including internal services) for the NRC is $1,915,140,152 and total planned full-time equivalent staff (including internal services) is 4,395.3.

Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026 to 2027 under its main areas of activity, called "core responsibilities."

Core responsibility: Science and innovation

The NRC will deliver on its core responsibility through the following main results:

- **Scientific and technological knowledge advances:** Through research focused on advancing priority areas, the NRC is helping unlock new opportunities for Canada and the global community. The NRC's exploratory work empowers partners with the tools and expertise to push the boundaries of knowledge and innovation. In 2026 to 2027, focus areas include defence, digital and quantum technologies, health and biomanufacturing and measurement science and astronomy by strengthening Canada's innovation ecosystem and translating discoveries into practical applications that address national security, economic, environmental and health priorities.
- **Innovative businesses grow:** The NRC supports business innovation and industry development in Canada by combining research and development, advisory services, funding and partnerships with Canadian industry and international collaborators. Through access to cutting-edge expertise, facilities and technical resources, the NRC helps businesses turn ideas into market-ready solutions, strengthen their capabilities and compete in global markets and value chains. In 2026 to 2027, the NRC will continue modernizing how it organizes, delivers and connects its research and business functions to better serve Canadian industry and innovation partners and support Canada's innovative businesses to pivot into defence and dual-use applications and build a strong and sustainable defence sector in Canada.
- **Federal priorities are delivered through research and innovation:** The NRC advances research and innovation that deliver real benefits for Canadians. By working closely with government, industry and academic partners, the NRC develops practical solutions that address national challenges. In 2026 to 2027, the NRC will support the development of sustainable and affordable housing, support the government's Climate Competitiveness Strategy by driving innovation for a sustainable future and enable health and public safety through diagnostics and data-driven technologies.

Planned spending: $1,719,651,571

Planned human resources: 3,246.1

More information about science and innovation can be found in the full plan.

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.

From the Minister

The Honourable Mélanie Joly

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

It is my pleasure to present the 2026 to 2027 Departmental Plan for the National Research Council of Canada (NRC), which outlines the key priorities the NRC is working to advance for the benefit of all Canadians.

Canada is confronting a moment of profound global change. Long-standing assumptions about economic stability, supply chains and geopolitical relationships are being tested, and the links between energy security, economic security and national security have never been clearer. In this environment, Canada must act with purpose and ambition. The NRC will play a vital role by advancing research and innovation that strengthen the country's defence industrial base, reinforce national security and help build a more resilient, self-reliant and competitive economy.

Working closely with partners across the Innovation, Science and Economic Development portfolio, as well as the Department of National Defence and the Canadian Armed Forces, the NRC will contribute its expertise to help advance dual-use technologies supporting both civilian and defence applications. This includes work on artificial intelligence, quantum technologies, advanced materials, cybersecurity, aerospace and maritime innovation. These efforts will reinforce domestic supply chains and support the development and deployment of innovative solutions aligned with Canada's broader defence and security objectives.

The NRC will also help address Canada's housing and infrastructure challenges by applying its expertise in construction research, sustainable materials and digital technologies to support more affordable, climate-resilient and energy-efficient communities. In partnership with industry, Indigenous organizations and all levels of government, the NRC will continue to support research and innovation that benefits every region and reflects the diversity and talent of Canadians.

As Canada undertakes significant investments to strengthen its economy and industrial leadership, the NRC will help translate research, innovation and intellectual property into real benefits for Canadians. This includes expanding support for innovators through programs such as IP Assist and contributing to clean technology demonstration projects that help Canadian companies enter and succeed in global markets.

Through these efforts, the NRC will help protect and create high-quality jobs, attract and retain world-class talent and support Canadian innovations to be developed and produced in Canada. By bringing together government, academia and industry, the NRC will continue to turn research excellence into real-world impact that strengthens Canada's security, sustainability and economic leadership for generations to come.

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

Mitch Davies

NRC President

For more than a century, the National Research Council of Canada (NRC) has contributed to some of the country's most transformative scientific and technological breakthroughs. From early advances in aerospace and defence to the pacemaker, electric wheelchair and life-saving vaccines, the NRC has consistently helped strengthen the nation's scientific and industrial foundations.

The global landscape is shifting in ways that directly affect Canada's security, economy and long-term prosperity. New geopolitical pressures and rapidly evolving technological challenges are reshaping how countries protect their citizens and secure their supply chains. In this environment, Canada must rely on strong domestic capabilities and trusted scientific expertise. The NRC is mobilizing its people, facilities and research strengths to help build the industrial and technological capacity the country needs, including contributing to the Government of Canada's commitment to meet the North Atlantic Treaty Organization's (NATO) commitment to invest 2% of GDP in defence and supporting a more resilient national defence and security ecosystem.

As part of the Government's proposed Defence Industrial Strategy (DIS), the NRC is building on its long-standing support to the Department of National Defence and the Canadian Armed Forces. It is applying its research and innovation expertise in emerging areas of defence priority, such as aerospace, quantum technologies and AI. Together with its research support to industry, the NRC Industrial Research Assistance Program (NRC IRAP) is supporting companies to grow by supporting dual use and defence applications.

Guided by our 2024 to 2029 strategic plan, the NRC continues to advance research in areas where Canada's needs are greatest. This includes work on critical minerals, battery technologies, next-generation AI, quantum applications, sustainable construction and affordable housing solutions. From secure digital and quantum capabilities to clean propulsion systems and advanced materials that improve operational durability and safety, the NRC is supporting research priorities that advance Canada's economy.

Our work is increasingly structured along value chains to move innovations efficiently from discovery to deployment. By focusing on areas such as batteries, biologics and quantum sensing, the NRC is strengthening domestic supply chains and helping Canadian companies scale technologies that improve readiness, mobility and resilience across the economy and the defence sector.

At the same time, the NRC is becoming more efficient in how we operate. We are reducing operational costs, modernizing internal processes and adopting AI and digital tools that improve productivity and service delivery. These efforts will enable resources to be directed to the highest-impact research areas and partnerships, particularly those that support sustainable long-term development of industrial and defence capabilities in Canada.

As we look ahead, we see great opportunity in this period of global transformation. The NRC serves as a national platform that brings together experts, partnerships, investments and unique facilities to make

crucial contributions to advance Canada's priorities. Staying true to our values of integrity, excellence, respect and creativity, we will continue to conduct and support research and innovation that contributes to a more prosperous and more resilient Canada. The NRC is counted on to deliver in this time of challenge and change.

We invite you to learn more about the NRC's priorities and initiatives that will advance important work in the coming year.

Plans to deliver on core responsibility and internal services

Core responsibility and internal services

Science and innovation

In this section

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. Federal priorities are delivered through research and innovation

Quality of life impacts

The NRC is a federal research and innovation organization with a core responsibility of "science and innovation" that supports progress across the Quality of Life framework for Canada. Through its diverse research centres, services and areas of expertise, the NRC contributes to multiple domains within the framework, including "environment," "health" and "society."

Its most direct contribution is to the "prosperity" domain, particularly the indicator on "investment in research and development." As an enabler and collaborator with industry, the NRC also strengthens and grows Canadian firms, contributing over time to broader 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 for 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	2026–27 target	Date to achieve target
Citation score of National Research Council generated publications relative to the world average	2022–23: 1.19 2023–24: 1.28 2024–25: 1.45	1.30	March 31, 2027
Number of peer-reviewed publications generated by the NRC	2022–23: 1,222 2023–24: 1,277 2024–25: 1,473	1,100	March 31, 2027
Number of first formal patent applications filed per patent family, by the NRC	2022–23: 44 2023–24: 41 2024–25: 37	28	March 31, 2027
Percentage of co-publications with external partners	2022–23: 83% 2023–24: 87% 2024–25: 84%	80%	March 31, 2027
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability - Women	2022–23: 1.04 2023–24: 1.07 2024–25: 1.09	1.00	March 31, 2027
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability - Indigenous peoples	2022–23: 0.63 2023–24: 0.74 2024–25: 0.77	0.85	March 31, 2027
Ratio of the NRC's workforce made up of equity deserving groups relative	2022–23: 1.00 2023–24: 1.13 2024–25: 1.16	1.00	March 31, 2027

Departmental result indicators	Actual results	2026–27 target	Date to achieve target
to Canadian average labour market availability – Racialized persons			
Ratio of the NRC's workforce made up of equity deserving groups relative to Canadian average labour market availability – Persons with disabilities	2022–23: 0.57 2023–24: 0.65 2024–25: 0.71	0.80	March 31, 2027

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	2026–27 target	Date to achieve target
Percentage of first formal patent applications filed from co-inventions	2022–23: 29% 2023–24: 35% 2024–25: 36%	32%	March 31, 2027
Percentage of active NRC patents that are licensed	2022–23: 31% 2023–24: 29% 2024–25: 29%	26%	March 31, 2027
Percentage of industry clients reporting positive impacts as a result of working with the NRC	2022–23: n/a 2023–24: n/a 2024–25: 96%	90%	March 31, 2027
Percentage revenue growth of firms engaged with the NRC (NRC Industrial Research Assistance Program-engaged firms)	2022–23: 35% 2023–24: 35% 2024–25: 33%	23%	March 31, 2027
Percentage growth in Canada's science and technology related jobs through NRC supported firms (NRC Industrial Research Assistance Program-engaged firms)	2022–23: 21% 2023–24: 21% 2024–25: 13%	8%	March 31, 2027
Revenue earned from clients and collaborators (industry revenues)	2022–23: $84.7 million 2023–24: $67.1 million 2024–25: $69.5 million	$74 million	March 31, 2027

Table 3: Federal priorities are delivered through research and innovation

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	2026–27 target	Date to achieve target
Revenue earned from other federal government departments	2022–23: $80.4 million 2023–24: $93.1 million 2024–25: $103.9 million	$103 million	March 31, 2027
Number of NRC peer-reviewed publications with contributions from other federal government departments	2022–23: 148 2023–24: 180 2024–25: 173	150	March 31, 2027
Percentage of other federal department clients reporting positive impacts as a result of working with the NRC	2022–23: n/a 2023–24: n/a 2024–25: 91%	90%	March 31, 2027
Number of external collaborators working with NRC	2022–23: 116 2023–24: 142 2024–25: 174	75	March 31, 2027

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 2026 to 2027. 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
Through research focused on advancing priority areas, the NRC is helping unlock new opportunities for Canada and the global community. The NRC's exploratory work empowers partners with the tools and expertise to push the boundaries of knowledge and innovation.

Results we plan to achieve

In 2026 to 2027, the NRC will advance research and innovation in fields that shape Canada's security, prosperity and sustainability. Guided by its 2024 to 2029 strategic plan, the NRC's work will focus on priority areas, which include defence, digital and quantum technologies, health and biomanufacturing, and measurement science and astronomy. This work will strengthen Canada's innovation ecosystem and translate discoveries into practical applications that address national security, economic, environmental and health priorities.

Mobilizing Canada's innovation network for defence and security

As global security challenges intensify and Canada accelerates investments to meet the NATO commitment to invest 2% of GDP in defence, the NRC is advancing the scientific and technological capabilities that underpin this transformation.

In 2026 to 2027, the NRC will align research and innovation priorities with those of the Department of National Defence (DND), the Canadian Armed Forces (CAF), Defence Research and Development Canada (DRDC), Innovation, Science and Economic Development Canada (ISED) and other strategic partners. The focus will be on advancing dual-use technologies, strengthening domestic supply chains and accelerating the transition of innovation from concept to deployment.

As part of the government's proposed Defence Industrial Strategy, the NRC will contribute to rebuilding domestic production capacity, driving defence innovation and strengthening supply chains across key technology sectors to create opportunities for Canadian businesses. As part of this effort, the NRC will partner with DND, ISED and the Communications Security Establishment to establish the Bureau of Research, Engineering and Advanced Leadership in Innovation and Science (BOREALIS). Through this new initiative, the NRC will collaborate with partners to advance next-generation technologies, foster industrial participation and accelerate the translation of emerging research into deployable defence capabilities.

The NRC will contribute to the proposed Defence Industrial Strategy through its work on autonomous systems, drone and counter-drone technologies, and next-generation propulsion to help strengthen Canada's role within NATO. In partnership with DND, DRDC, industry and academia, the NRC will lead a collaborative initiative to establish a national Drone Innovation Hub to support the acceleration of defence industrial innovation in Unmanned Aircraft Systems technologies. The Drone Innovation Hub will establish a coordinated national ecosystem that connects government, industry and academia to advance drone and counter-drone technologies and help equip the CAF in a key area of modern warfare. The NRC will also deploy the Advanced Defence Airborne Science and Technology Research Accelerator (AD ASTRA), an advanced airborne platform to serve as a cornerstone for advancing innovation and airborne defence capability development within Canada's ecosystem through cutting-edge research, testing and demonstration of emerging technologies.

Through collaborations such as the Icebreaker Collaboration Effort—a joint memorandum of understanding between Canada, the United States and Finland–the NRC will continue advancing technologies that improve the performance, safety and sustainability of Arctic fleets.

The NRC's other key initiatives are described in greater detail in domain-specific sections below. These coordinated efforts with strategic partners will help strengthen Canada's technological sovereignty, enhance readiness and resilience across the defence sector, and enable Canadian innovators to play a central role in developing the capabilities that protect national interests.

Breaking new ground in quantum science technologies

Quantum science has transformative applications in defence, health care, environmental monitoring and manufacturing that could significantly impact Canada's economy and society. Building on its long-standing leadership, the NRC will accelerate the translation of quantum research into technologies that

help protect Canadians and deliver economic and societal value while advancing the objectives of Canada's National Quantum Strategy.

In 2026 to 2027, the NRC's quantum research will focus on:

- Advancing quantum sensing, computing and networking technologies that extend the limits of classical physics and prepare Canada for the next generation of quantum-enabled solutions. This work will strengthen national capabilities in health technologies, artificial intelligence and cybersecurity, supporting technological sovereignty and operational readiness. As part of this effort, the NRC will also begin a new Challenge program in quantum-safe technologies under the Defence Industrial Strategy, focused on protecting critical encryption systems from the risks posed by increasingly powerful quantum computation.
- Leveraging the NRC's semiconductor fabrication infrastructure and related expertise to enable the development of dual-use quantum technologies that reinforce Canada's leadership in global quantum innovation.
- Launching the National Metrology Institute Quantum Initiative in partnership with international organizations. This initiative will establish new quantum measurement standards and training programs, expand collaboration with Quantum Industry Canada and the Standards Council of Canada, and build next-generation precision-measurement infrastructure for quantum-enabled applications.
- Developing compact, high-sensitivity quantum sensors for real-world use, in collaboration with academic, industry and international partners. These sensors will combine quantum and data-driven methods to improve health and environmental monitoring, enabling early disease detection, precision navigation and advanced environmental observation, while creating new opportunities for commercialization and industrial adoption.
- Advancing quantum computing by developing algorithms, simulations and software that leverage emerging quantum systems accessible through cloud platforms. Research will focus on improving reliability, enhancing modelling efficiency and applying quantum methods to complex challenges in science, engineering and national security. A new thematic program with the Fields Institute and Defence Research and Development Canada (DRDC) will explore mathematical problems where quantum computing can provide breakthroughs in logistics optimization and cryptographic resilience.
- Scaling quantum networking and secure communication technologies through the Quantum Internetworking Challenge program, which will develop and integrate systems capable of transmitting quantum information securely over long distances. Experimental testbeds will be used to reduce technical risks, validate performance and inform the development of international standards for quantum networking.

Together, these initiatives will strengthen Canada's leadership in quantum science, accelerate commercialization opportunities for Canadian firms and enhance national security and economic resilience in a rapidly evolving global market.

Strengthening Canada's biomanufacturing and life sciences leadership

In 2026 to 2027, the NRC will strengthen Canada's biomanufacturing and life sciences capacity by linking early-stage research with large-scale production. These efforts will accelerate the development of new

vaccines, therapies and diagnostic technologies while building the national capability to respond quickly to public health challenges. The goal is to enhance Canada's health security, improve the affordability of care and reinforce readiness for future emergencies.

Working with defence and public-health partners, the NRC will accelerate the development of medical countermeasures such as field-deployable diagnostics, vaccines and therapeutics to protect against biological threats. These innovations will have dual benefits, enhancing both civilian health security and national defence readiness.

To advance biomanufacturing and biologics development, the NRC will continue bridging research and production through its clinical trial material facility (CTMF) and collaboration with the Biologics Manufacturing Centre (BMC) Inc. Planned initiatives include a pilot project demonstrating a gene-to-batch R&D scale-up process for rapid antibody manufacturing, followed by transfer to GMP facilities including the CTMF and the BMC. The NRC will also produce a made-in-Canada therapeutic antibody, marking the transition of research into clinical-grade production and supporting a resilient domestic supply chain.

Through Project forWARD, a whole-of-government initiative led by Health Canada, the NRC will work with the Canadian Institutes of Health Research, Innovation, Science and Economic Development Canada and the Canadian Drug Agency to support the establishment of a national platform for developing and delivering viral vector-based gene therapies for rare diseases. Building on previous planning and stakeholder engagement, upcoming work in 2026 to 2027 will focus on pilot project design, cost analysis and the creation of governance and partnership models that could support long-term clinical and commercial adoption.

The NRC will broaden engagement with universities, clinical networks and industry to drive innovation in biologics and diagnostics. Researchers will combine lab-on-a-chip technologies, artificial intelligence and data analytics to develop faster, more accurate diagnostic tools for infections such as sepsis and antibiotic resistance. These advances will improve early detection and response to health threats while supporting domestic production of next-generation medical technologies.

Building on its participation in the Canada Biomedical Research Fund, the NRC will deepen collaboration with research hubs across the country to accelerate vaccine and biologics platform development. The new Polytechnique Montréal collaboration centre at the NRC's Royalmount campus will expand training opportunities, research integration and biomanufacturing research and development, helping develop the next generation of Canadian life sciences talent.

The NRC will also advance innovative technologies that increase Canada's food productivity by enabling the full, sustainable use of agricultural and marine bioresources for value added products. To support this work, the NRC will use its atypical precision fermentation scale-up capacity as an innovative biomanufacturing platform, helping clients develop and commercialize new products in this growing sector.

Collectively, these initiatives will position Canada as a global leader in biomanufacturing and life sciences by translating discoveries into accessible, affordable and domestically produced health solutions that enhance national security and strengthen resilience to future biological and environmental challenges.

Advancing measurement science and standards

Trusted measurement standards underpin innovation, trade and regulation. As Canada's national authority on measurement science, the NRC provides the standards and tools that enable new technologies to be accurate, reliable and ready for real-world use. In 2026 to 2027, the NRC will advance measurement science and create new standards that support Canadian defence priorities and accelerate the safe adoption of emerging technologies, including:

- **Quantum technologies:** The NRC will work with partners in Canada and abroad towards establishing standards for quantum sensors, computers and communication systems, enabling Canadian companies to commercialize quantum technologies and help protect Canadian national security and prosperity. The NRC will also contribute to the international effort to redefine the SI second, the global standard for time measurement, by sharing data from the NRC's precision optical clocks. This will improve the accuracy of global timekeeping systems that support navigation, telecommunications and scientific research.
- **Clean energy and transportation:** Complete testing of a new calibration system for measuring direct-current power in electric-vehicle (EV) charging stations. This will enable the next-generation fast-charging systems to be safe, efficient and compatible across Canada's growing EV network.
- **Environmental measurement science:** Launch Canada's first reference material for detecting and quantifying nanoplastics in water, food and other materials. This will provide a benchmark for researchers and regulators to better measure and reduce plastic pollution.

The NRC will also modernize how measurements are developed and shared through digital innovation. Building on its "digital shadow" for liquid chromatography, researchers will expand this approach to a full liquid chromatography‑mass spectrometry system. This virtual model will allow scientists to simulate and refine measurement processes before conducting physical experiments, improving accuracy and reducing time and cost. The NRC will also contribute to the development of international standards for digital metrology so Canadian data and practices remain interoperable and trusted worldwide.

Through this work, the NRC will strengthen Canada's leadership in measurement science and provide reliable standards that industry, regulators and innovators depend on. These efforts will help Canadians benefit from safer products, cleaner technologies and more trustworthy data in an increasingly digital and interconnected world.

Building Canada's astronomy and big-science capacity

World-class astronomical facilities are vital to maintaining Canada's leadership in astronomy and astrophysics. They enable discoveries that deepen our understanding of the universe while driving innovation in optics, instrumentation and data science with applications beyond astronomy. In 2026 to 2027, the NRC will continue providing Canadian researchers with access to leading observatories, technical expertise and advanced data management tools, so they can fully participate in and benefit from international collaborations and major discoveries.

The NRC will sustain operations and upgrades across its national astronomical infrastructure and contribute to global projects that expand Canada's scientific reach. Modernization work at the Dominion

Radio Astrophysical Observatory in Penticton will include upgrades to the Synthesis Telescope Array to enhance sensitivity, data quality and observational precision, strengthening Canada's capacity in radio astronomy and related technologies.

Through the Canadian-led CHORD pathfinder array, the NRC and its partners will continue advancing wide-field radio astronomy. As additional dishes are deployed and operations begin, CHORD will offer new insights into the dynamic radio sky and support end-to-end testing of data-processing systems that will inform the design of future large-scale observatories.

As part of Canada's participation in the building of the 2 largest telescope arrays in the world under the Square Kilometre Array Observatory, the NRC will expand national engagement through a growing network of researchers and technical experts. Building on its strengths in radio-receiver design and system engineering, the NRC will complete a prototype that will improve resolution and sensitivity for telescopes such as the Next Generation Very Large Array. These developments will support research on planetary formation, stellar evolution and galactic origins, reinforcing Canada's role in major international astronomy collaborations.

The NRC will pursue opportunities in high-resolution optical imaging and space-based observation systems, developing technologies that extend Canada's contribution to global astronomy missions while creating opportunities for industrial applications in imaging, photonics and advanced manufacturing. Collaborations with academia and industry will enable innovations emerging from astronomy, such as precision optics and data-analysis methods, to be transferred to other sectors, supporting cross-industry applications and economic growth. Together, these efforts will equip Canadian astronomers and astrophysicists with the tools, infrastructure and expertise needed to remain at the forefront of global discovery.

Departmental result 2: Innovative businesses grow
The NRC supports business innovation and industry development in Canada by combining research and development, advisory services, funding and partnerships with Canadian industry and international collaborators. Through access to cutting-edge expertise, facilities and technical resources, the NRC helps businesses turn ideas into market-ready solutions, strengthen their capabilities and compete in global markets and value chains.

Results we plan to achieve

In 2026 to 2027, the NRC will continue modernizing how it organizes, delivers and connects its research and business functions to better serve Canadian industry and innovation partners and support Canada's innovative businesses to pivot into defence and dual-use applications and build a strong and sustainable defence sector in Canada. This evolution will strengthen collaboration across research centres, business development, NRC IRAP and international partnerships to create a more unified approach that accelerates the translation of research and innovation into real-world impact. By streamlining organizational structures, improving coordination and aligning expertise around high-impact areas such as defence, emerging technologies, advanced manufacturing and clean technology, the NRC will be better positioned to deliver targeted support and measurable results for Canada's economy.

Supporting Canadian industry development

NRC IRAP has been a cornerstone in Canada's innovation ecosystem, delivering expert guidance and strategic support to over 10,000 Canadian SMEs. Building on its track record of trusted advisory services, NRC IRAP will continue to strengthen networks, foster new connections and provide funding to help high potential SMEs expand their innovation and technological capacity, and bring ideas to market.

In 2026 to 2027, NRC IRAP will continue to deliver tailored support to Canadian SMEs through its various programming streams, in areas such as intellectual property, AI, clean technology, cyber security and international co-innovation. The program will also play an important role in supporting the development of Canada's defence industrial capacity, providing expertise and funding to help Canadian companies develop and scale dual-use technologies that strengthen national capability and competitiveness. As part of this effort, NRC IRAP will deliver the Defence Industry Assist (DIA) initiative, a new program supporting high-potential Canadian SMEs in developing cutting-edge technologies for both civilian and defence applications. DIA will help firms scale operations to meet the immediate needs of the Canadian Armed Forces while building a sustainable industrial foundation for future growth.

NRC IRAP Clean Technology programming will continue in its second year in 2026 to 2027, offering funding to Canadian SMEs that are developing innovative clean technologies with environmental and economic impact, with a focus on greenhouse gas reductions.

To provide a more integrated and coordinated approach to innovation, the NRC launched its new Industry and Innovation Division in October 2025. Built around NRC IRAP and NRC expertise in business development, collaborative programming and international engagement, the division will enhance collaboration and alignment across NRC initiatives. In 2026 to 2027, the NRC will play a key role in advancing this goal by promoting greater coordination in SME support and maximizing the overall impact of NRC programs on Canada's economic growth.

Strengthening partnerships and expanding collaborative programs

In 2026 to 2027, the NRC will strengthen its role as a connector and catalyst within Canada's innovation ecosystem by expanding collaborative platforms and deepening partnerships in Canada and abroad. As 8 Challenge programs reach completion, the NRC will launch 3 new, mission-driven initiatives focused on key growth areas, including zero emission transportation, quantum communications and artificial intelligence for productivity. Together with NRC IRAP and its international innovation networks, these programs will create new opportunities for Canadian innovators, particularly SMEs, to collaborate, access expertise and compete successfully in global markets.

The Collaborative Science, Technology and Innovation Program (CSTIP) will remain a cornerstone for multi-sector partnerships that bring together researchers, universities, SMEs, governments and Indigenous communities to address national priorities. The 3 new Challenge programs–AI for Productivity, e-Auto and Quantum Internetworking—will accelerate innovation in key growth areas, drawing on national and international co-funding and partnerships, linking Canadian expertise to global research efforts and translating discoveries into measurable economic and social benefits.

The NRC will leverage CSTIP to fund collaborative projects with a focus on the needs and use cases of defence and security partners that enhance Canadian sovereign capabilities. The NRC will leverage

existing and new challenge programs to catalyze collaborative, high-risk, high-reward research to develop quantum networking devices for defence and security partners, develop and commercialize quantum sensors to meet defence needs and help mitigate the threat from quantum computers and support the adoption of quantum, AI and digital safe solutions in Canada.

International collaboration will be guided by the new NRC International Strategy , which sets a clear framework for building high-impact partnerships aligned with Canada's research priorities. Building on established collaborations in Europe and Asia, the NRC will broaden its ecosystem approach to connect Canadian researchers and companies with international value chains in areas such as clean technology, advanced manufacturing and semiconductors. Participation in global innovation networks such as Eureka and programs such as Horizon Europe will continue to increase collaborative R&D by opening access to new markets, facilities and research consortia addressing shared global challenges.

Through NRC IRAP, the NRC will expand opportunities for Canadian SMEs to pursue joint research and development with international partners and access new technologies, expertise and business connections. By combining domestic program delivery with targeted international engagement, such as partnership development activities and calls for proposals for co-innovation projects, the NRC will give Canadian innovators the networks, resources and partnerships they need to bring new ideas to market, scale their businesses and strengthen Canada's position in the global research and innovation landscape.

The NRC will also deepen collaboration with Canada's academic community to accelerate discovery and strengthen the talent pipeline that supports national innovation priorities. Through joint research initiatives, shared infrastructure and co-funded projects, the NRC will work with universities and colleges to advance emerging fields such as biomanufacturing, quantum science, artificial intelligence, advanced materials and sustainable construction.

Driving commercialization of Canadian innovations

In 2026 to 2027, the NRC will strengthen its role as a partner of choice for Canadian innovators by helping SMEs access the expertise, facilities and scale needed to turn new technologies into market-ready products. By combining scientific excellence with collaborative approaches, the NRC will accelerate the commercialization of innovations that address Canada's most pressing challenges and contribute to a stronger, more resilient economy.

The NRC will continue advancing its Enterprise Value Chain Framework and 3 strategic value chains: batteries, biologics and quantum sensing. These areas were chosen for their potential to address critical national priorities. By refining the framework in these areas, the NRC will build models that can be expanded to other sectors and strategic projects. This work will help Canada stay ahead in global markets, strengthen its leadership in key technologies, and boost its security and resilience. For Canadians, that means more innovation, stronger industries, good jobs and a safer, more prosperous future.

To maximize the value of public investment in research, the NRC will maintain strong management and strategic deployment of its intellectual property. By aligning patents and proprietary technologies with national R&D priorities, the NRC will enable Canadian companies to license and build on NRC-developed innovations, creating pathways for new products, services and businesses to emerge. This approach will enable breakthroughs in NRC laboratories that translate into tangible economic benefits for Canadians.

The NRC will also implement a new R&D strategy for the manufacturing industry, focusing on areas where Canada can strengthen its competitiveness and resilience. This includes fully optimizing the Industrial Materials Innovation Centre and Aluminium Technology Centre to enhance agility, foster cross-team collaboration and align resources with high-impact sectors such as clean technology, aerospace and defence. By showcasing these centres as national hubs for advanced industrial materials, the NRC will help Canadian firms adopt advanced and dual-use manufacturing technologies, boost productivity and accelerate commercialization.

Through these combined initiatives, the NRC will help move Canadian discoveries efficiently from the lab to the marketplace, support business growth, create high-quality jobs and reinforce Canada's leadership in the industries shaping the future economy.

Departmental result 3: Federal priorities are delivered through research and innovation
The NRC advances research and innovation that deliver real benefits for Canadians. By working closely with government, industry and academic partners, the NRC develops practical solutions that address national challenges, from improving Canada's defence capabilities, supporting sustainable, affordable housing, innovating for a sustainable future to improving health and public safety through digital technologies.

Results we plan to achieve

The NRC will support the development of sustainable and affordable housing, support the government's Climate Competitiveness Strategy by driving innovation for a sustainable future and enable health and public safety through diagnostics and data-driven technologies. Through partnerships across government, academia and industry, the NRC will translate scientific discoveries into practical tools, data and technologies that inform policy, regulation and real-world implementation.

Supporting low-cost innovation and productivity enhancements in housing

The NRC will continue to support the acceleration of Canada's housing supply by establishing partnerships with industry to co-develop and de-risk technologies. In 2026 to 2027, the NRC will advance innovation in prefabricated construction, develop playbooks to provide guidance on implementation, and advance digital solutions to optimize construction processes and improve productivity.

The NRC will support the development of standards and toolkits to harmonize processes across the construction and prefabrication value-chain. These efforts will inform the Canadian Board for Harmonized Construction Codes' code development work under its priority on housing supply.

Digital innovation will improve efficiency and reduce environmental impact in low-carbon construction projects. Through iVISION, the NRC will combine AI, computer vision, unmanned aerial vehicle technologies and building-information modelling to create real-time virtual progress-monitoring systems. These tools will reduce delays, improve accuracy and minimize material waste on construction projects, demonstrating how digital integration can advance Canada's climate and infrastructure goals.

The NRC will also leverage digital technologies to drive innovation and productivity in low carbon and affordable construction under the Construction Sector Digitalization and Productivity Challenge program. This includes building information modelling adoption through the alignment of Canadian standards with international information management practices and establishing a common data environment and digital construction platform to enable digital-twin use cases for smarter design, monitoring, and operation of infrastructure and housing assets.

To further improve productivity and support innovation in prefabricated construction, the NRC will initiate work to de-risk and optimize automation and robotics for prefabricated manufacturing and provide support to regional clusters. These solutions will help empower construction professionals to innovate and choose fit-for-purpose, low-carbon building solutions and advance Canada's construction sector by implementing building information management across the value chain and reduce construction times through the use of modular construction.

Innovating for a sustainable future

Canada's transition to a net-zero, climate-resilient economy depends on research and innovation that connect environmental protection with industrial growth and competitiveness. In 2026 to 2027, the NRC will leverage its multidisciplinary expertise to advance research and technology development that helps the Canadian defence sector, other industries and communities adapt to climate change, reduce greenhouse-gas emissions and seize opportunities in the growing green economy.

Key areas of focus:

- Collaborate with DND, DRDC and industry to advance clean-energy solutions and mobility technologies suited to Canada's geography. Priorities include deployable microgrids for remote operations, interoperable low-carbon fuels, and electrification and hydrogen options for defence vehicles. Research on advanced materials and manufacturing will improve performance and resilience across platforms while strengthening supply-chain security for dual-use components. In partnership with Transport Canada and DRDC, the NRC will also support off-road and Arctic mobility testing to validate low-carbon propulsion systems under extreme conditions.
- Promote low-carbon and climate-resilient agriculture by applying advanced technologies and data-driven approaches to strengthen agricultural resilience and food security. Using simulation modelling, data integration and engineering design, the NRC will accelerate the development of resilient crop varieties and regional production systems. Working with agricultural stakeholders and communities, the NRC will design and validate new tools and biological solutions that enable sustainable production and help controlled-environment agriculture adapt to extreme weather and changing environmental conditions.
- Support to the Government of Canada's National Adaptation Strategy by advancing new research under the NRC's Climate Resilient Built Environment (CRBE) initiative. This will include projects to prevent overheating and the impacts of wildfire smoke, advancing new Canadian standards on wildland urban interface design and developing provisions to consider the effects of extreme weather events such as flooding, wind and wildfire on the safety of bridge structures. The NRC will also continue advancing nature-based solutions to coastal and flood protection for climate adaptation that reduce erosion risks and enhance ecosystem health.

Building on the first Canadian guideline for riverine nature-based solutions published in 2024, an updated edition will be released through the CRBE initiative to expand the understanding of how wetlands, dunes and marshes can complement engineered infrastructure while offering sustainable, adaptable and cost-effective protection for communities across the country.

- Support the Canadian Board for Harmonized Construction Codes in its work to develop code changes to consider permafrost, high-winds, flooding and potentially wildland urban interface and durability for consideration in the 2030 edition of the National Model Codes. The NRC will continue to work with different levels of government and industry to leverage resiliency tools and technologies that support climate adaptation.
- Advance low carbon construction under the Low Carbon Built Environment Challenge program across the entire Canadian construction industry. Working with industry, academia, governments and other stakeholders, the NRC will support the development and use of low carbon materials and systems and improved approaches to operations and maintenance. The program will also support the development of carbon accounting, decision support methodologies and low-carbon construction materials, designs and systems that will minimize, and ultimately eliminate, the life-cycle carbon emissions of buildings and infrastructure.
- Strengthen Canada's zero-emission vehicle supply chain through programs such as the e-Auto Challenge program. The NRC will help advance research on next-generation batteries, lightweight materials and safe charging infrastructure, including rare-earth-reduced motor designs, improved manufacturing processes and composites that extend range and lower emissions. As part of the NRC's e-Auto strategy, the organization is also advancing the Southern Ontario Innovation Hub, a new initiative designed to bring together leading academic partners, industry and NRC expertise to accelerate EV innovation and develop a strong talent pipeline. In collaboration with Transport Canada and Infrastructure Canada, the NRC will further support the sector by developing safety guidelines for battery-electric buses and exploring low-emission propulsion retrofits for rail applications.
- Build on Canada's leadership in sustainable flight by advancing hybrid-electric and hydrogen propulsion technologies. The NRC's work will include testing new algorithms for battery performance and studying hydrogen combustion for next-generation turbine engines. The NRC will also support the growth of advanced air mobility by developing autonomous flight and counter-drone technologies and by providing technical guidance to federal departments on safety and regulatory frameworks.
- Support the growth of sustainable, high-impact industries by developing next-generation battery materials, improving recycling processes and increasing efficiency across the clean energy value chain. Through its national innovation hubs, the NRC will provide research and innovation support to Canadian companies in sectors such as aerospace, automotive, energy and defence, helping improve performance, reduce waste and boost productivity. The NRC will also enhance international collaboration to advance Canadian mid stream battery processing and recycling technologies under the Canada and Germany 3+2 collaborative projects for the Critical Battery Material Initiative, connecting Canadian SMEs and enhancing international collaboration with key markets such as the United States, the European Union and Asia.

- Launch the Waste2Carbon initiative, which is developing a pilot-scale process to turn hard-to-recycle plastics and other waste materials into high-value carbon-based products such as eco-charcoal and graphite precursors. The NRC will also highlight its industrial research groups, including METALTec, Surftec and Sigblow, to attract new collaborators and promote technology transfer to Canadian industry.

These initiatives will bring together advances in digital modelling, materials science and environmental engineering to strengthen the resilience of Canada's buildings, infrastructure and ecosystems. By embedding sustainability across its research programs and deepening collaboration with government, academic and industry partners, the NRC will support the development of a competitive economy that meets environmental standards and public safety requirements. The NRC's efforts will enable innovation to continue driving climate resilience and shared prosperity for all Canadians.

Enabling health and public safety through diagnostics and data-driven technologies

The NRC will continue advancing research and innovation that improve the health and well-being of Canadians through better diagnostics, digital health technologies and data-driven health systems. In 2026 to 2027, the NRC will focus on strengthening Canada's ability to detect and respond to health threats, improve access to care and deliver practical solutions that enhance the safety and quality of health services across the country.

The NRC will also expand Canada's capacity for developing home-grown, rapid and reliable point-of-care diagnostic devices, including tools for dual-use detection of emerging threats. Work will begin this year on a new cleanroom biofabrication facility that, once complete, will provide pilot-scale cleanroom production capacity for microfluidic devices. This will enable industrial clients to prototype and test at scale, and advance their devices for clinical applications.

Working with Canadian SMEs, Health Canada and First Nations communities, the NRC will finalize the development of portable diagnostic tools for detecting foodborne pathogens and continue work on field-deployable methods, including for civilian and military use, to identify E. coli species in food systems.

In digital health, the NRC will focus on user-centred tools and virtual-care solutions that enable remote physiological monitoring and hybrid models of care for aging populations and underserved communities. Research will apply predictive analytics to detect early indicators of disease and develop computer-vision systems for fall detection, cognitive monitoring and vital-sign tracking. These technologies will improve accessibility, timeliness and quality of care while supporting independent living.

The NRC will continue developing AI-enabled data and monitoring platforms that support clinical adoption of new technologies. This includes evaluating scalable models for manufacturing, cybersecurity and interoperability to enable digital innovations to be safely deployed across health systems.

The NRC will also advance research on trustworthy and secure AI for applications in health, defence and public safety. Work on encryption, data validation and privacy-preserving computation will allow digital tools to be reliable, transparent and resilient against misuse. This AI expertise will also be deployed under the new AI for Productivity Challenge program to help Canada's manufacturing, clean technology and agricultural sectors achieve measurable productivity gains. Together, these initiatives will help

Canada apply digital innovation responsibly to protect both individual and collective well-being while supporting economic growth and prosperity.

Gender-based Analysis Plus

In 2026 to 2027, the NRC will continue to strengthen its capacity to measure and demonstrate the impacts of its programs on gender and diversity, in support of the *Canadian Gender Budgeting Act*. Recognizing that diversity drives innovation, the NRC will advance equity, diversity and inclusion by reinforcing governance, engaging staff and integrating Gender-Based Analysis Plus (GBA Plus) across its programs and operations. Through guidance, tools and engagement opportunities for employees, clients and collaborators, the NRC aims to deliver programs with inclusive outcomes and that benefit all Canadians.

In line with the goals and strategies outlined in the its strategic plan, the NRC will continue implementing measures to integrate GBA Plus into research, program design and delivery. Through the Collaborative, Science, Technology and Innovation Program (CSTIP), the organization will focus on inclusive, accessible and barrier-free program delivery. Program reporting will continue to monitor actions that address systemic barriers and track the application of GBA Plus in research and innovation projects. Lessons learned from recently completed Challenge programs will inform the design of new initiatives and strengthen inclusive practices. NRC IRAP will also continue to identify and address barriers to inclusion throughout the client journey and explore ways to engage Indigenous entrepreneurs in innovation programs.

The NRC will continue embedding equity, diversity and inclusion across its workforce and research collaborations. Efforts will include maintaining the application of GBA Plus in research and program development, integrating Indigenous perspectives and priorities through early and meaningful engagement, and advancing employment equity objectives. The NRC will further promote a culture of learning and collaboration through communities of practice, employee networks and initiatives focused on inclusive innovation. These activities will foster knowledge sharing, help identify and address systemic barriers, and enhance collective understanding of equity and inclusion in research and innovation. Guidance, resources and coordination with federal partners will continue to be provided to enable the consistent, evidence-based application of inclusive practices across all areas of work.

In parallel, the NRC will strengthen its commitments to reconciliation by advancing Indigenous engagement throughout its programs and operations. Building on previous years' progress, the organization will expand participation in Indigenous programming and events. The NRC will also broaden the reach of its Indigenous Engagement Network through sector-specific learning opportunities tailored to business areas such as architecture and construction, and continue to deliver Indigenous engagement workshops to foster cultural understanding and collaboration.

To advance Indigenous-inclusive research, the NRC will launch an Indigenous Scholar in Residence initiative to promote research practices that integrate Indigenous worldviews, knowledge and methodologies. This multi-year project will examine how the organization conducts research and will identify opportunities to embed Indigenous approaches while upholding principles of data sovereignty and ethical engagement. The initiative will culminate in the development of an Indigenous Science

Framework, a guide to enable NRC research to be inclusive, respectful and reflective of Indigenous knowledge systems and aligned with the organization's strategic priorities.

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	$1,719,651,571
Full-time equivalents	3,246.1

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

Program inventory

Science and innovation are supported by the following programs:

- Aerospace
- Aquatic and Crop Resource Development
- Automotive and Surface Transportation
- Biologics Manufacturing Centre
- Canadian Photonics Fabrication Centre
- Collaborative Science, Technology and Innovation Program
- Construction
- Design and Fabrication Services (enabling)
- Digital Technologies
- Clean Energy Innovation
- Genomics Research and Development Initiative shared priority projects
- Herzberg Astronomy and 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

As part of the 2026 to 2027 Departmental Results Framework (DRF) Amendment process, the NRC has updated elements of its DRF to better reflect the breadth of work and the impacts of collaborations with partners in government, academia and industry. These changes are intended to provide a fuller picture of how the NRC advances research and innovation, supports Canadian businesses and delivers on federal priorities.

The NRC renamed its third departmental result to "Federal priorities are delivered through research and innovation." This updated wording better illustrates intended results on the wide range of activities and impacts under this departmental result, including the NRC's work through Challenge programs and other initiatives that directly support government priorities.

The NRC has also made changes to the department results indicators for its 3 departmental results to provide a wider range of indicators that tell a more balanced story of results, and more comprehensively demonstrate progress toward intended outcomes.

Changes are intended to:

- Better demonstrate the NRC's contribution to advancing research and innovation
- Highlight the impacts of the NRC's collaborations with government, academia and industry on advancing scientific and technical knowledge, and commercializing innovations
- Use new data collection tools to better understand impacts on the NRC's clients from industry, government and academia
- Demonstrate the success of the NRC's approach to intellectual property stewardship

Internal services

In this section

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 the department's plans to achieve results and meet targets for internal services.

In 2026 to 2027, the NRC will continue to modernize the way it operates–digitally, structurally and culturally–to deliver research excellence and organizational resilience that is more effective and focused. Through targeted investments in digital infrastructure, data stewardship, facilities renewal and people-centred initiatives, the NRC will strengthen the foundations that enable world-class science and innovation in support of Canada's priorities.

Aligning structures and resources for operational effectiveness

The NRC will reorganize its operations and research activities to focus on the most relevant and strategic areas. This includes redistributing capabilities to enable more effective service delivery, divesting from lower-priority research areas, and exploring options to attract private capital to specialized facilities, such as the Canadian Photonics Fabrication Centre, to strengthen Canada's photonics ecosystem.

The NRC began rolling out its Comprehensive Expenditure Review measures in 2025 to 2026, which are expected to be completed by the end of the 2026 to 2027 fiscal year. Beyond sustained efforts to achieve expenditure reductions through attrition and other cost savings, the NRC started moving forward with workforce adjustments in order to achieve the required expenditure reduction. The roll-out reflects a considered approach developed by the NRC's senior research and corporate leadership. The NRC is committed to providing support to employees throughout this transition, including clear communications and resources at every step of the process.

To sustain its momentum and deliver greater impact, the NRC will continue aligning its organizational structure and resources around shared priorities. These changes are designed to improve collaboration, reduce duplication, and enhance operational efficiency across the organization while maintaining focus on high-impact research and innovation.

In 2026 to 2027, the NRC will advance the implementation of its new Industry and Innovation Division, bringing together NRC IRAP, business development and international engagement functions to provide seamless support to Canadian innovators. NRC IRAP will also adjust contributions to some program streams while preserving capacity to invest in emerging technologies and maintain equitable support across industries and regions, allowing the program to remain responsive to the pace of industry change.

Across its research and corporate branches, the NRC will deploy new management tools and digital resource-management systems to improve planning, transparency and accountability. This will include

the modernization of financial, procurement and project management functions through automation, case management and the responsible adoption of AI-enabled tools, contributing to the government's commitment to a more productive and digitally enabled public service.

Workforce planning and governance adjustments, informed by organizational reviews completed in 2025 to 2026, will support this transition, ensuring each business line remains aligned with NRC and Government of Canada priorities. Security operations will also undergo a strategic transformation, establishing the new Chief Security Officer Branch to reinforce coordination, strengthen risk management and modernize stakeholder engagement, as part of the NRC's evolving approach to enterprise security.

Advancing digital and data modernization

The NRC's digital transformation is reshaping how research is conducted, managed and shared across its national network. In 2026 to 2027, the NRC will advance the next phase of its digital transformation by embedding high-performance computing, automation and data-driven tools across its research network. Through these efforts, the NRC will accelerate discovery, enable responsible and trustworthy artificial intelligence (AI) applications, and strengthen Canada's competitiveness in emerging technology sectors.

In support of the Canadian AI Safety Institute, the NRC will conduct research to enable AI systems to be reliable, privacy-preserving and secure. Planned work includes developing new cryptographic methods, data-provenance and watermarking tools, and privacy-enhancing technologies such as secure multi-party computation and advanced encryption techniques. These capabilities will be applied in health, biometrics, cybersecurity and defence, with Canadian and international partners, to identify specific AI-related risks and develop targeted mitigation strategies.

As part of its broader digitalization strategy, the NRC will integrate cyber-physical systems and data-driven automation into its facilities to enhance manufacturing throughput, predictive modelling and materials innovation. It will also develop digital platforms that connect experimental data with simulation and design tools, improving performance, reducing costs and accelerating technology readiness across multiple industrial sectors. Upgrades to network infrastructure, including high-speed connectivity, enhanced computing capacity and advanced modelling environments, will further support the adoption of digital-first research approaches across the organization.

Through its multi-year facility renewal program, the NRC is creating fully connected research environments that link instrumentation, data systems and modelling platforms. These digitally equipped facilities will support virtual design, simulation and validation, allowing researchers to test innovations safely and efficiently before deployment. New automation and data-driven systems will enhance efficiency, improve traceability and enable real-time process monitoring.

In 2026 to 2027, the NRC will expand its use of advanced digital tools, including AI-enabled materials and process acceleration platforms, and high-performance computing clusters that make research faster and more data-intensive. It will also extend digital-twin technologies from design and testing to process optimization and decision support. Working with partners in academia and industry, the NRC will use these tools to model real-world conditions, predict performance and support safe, evidence-based innovation. For example, to strengthen aircraft digital-twin and virtual-testing capabilities, the NRC will complete commissioning of an advanced digital product lifecycle management system. This unified

environment will manage all product-related data, including design files, simulation models and documentation, forming the core digital backbone for aerospace digital-twin research and innovation. This investment will position the NRC to deliver innovative solutions for clients and help digital infrastructure investments to continue driving long-term scientific progress.

Complementing these efforts, the NRC's IT modernization program will upgrade data centres and research networks, expanding computing capacity for advanced data analysis. New enterprise-grade generative-AI tools will streamline operations and service delivery, supported by training and clear guidance to promote responsible and ethical use. The NRC will also strengthen research data management through standardized plans and automated workflows, ensuring high-quality data stewardship across disciplines.

A key milestone in this transformation will be the advancement of the new Transportation Safety and Technology Science Hub at the NRC's Montreal Road campus. Designed as a digitally integrated laboratory for aerospace research, the facility will feature a high-speed network backbone, fibre-optic cabling and dedicated server infrastructure to support virtual testing and digital-twin development. In 2026 to 2027, under the Laboratories Canada strategy, the NRC and the Transportation Safety Board of Canada will finalize detailed design and begin major construction, embedding digital infrastructure from the outset to maximize research potential.

These initiatives will modernize the NRC's research enterprise, expand digital capacity across Canada's innovation ecosystem and support Canadian organizations in applying AI, data analytics and advanced computing to achieve measurable economic, environmental and societal outcomes.

Building a diverse, inclusive and high-performing workforce

The NRC's success depends on the creativity, inclusivity and expertise of its people. In 2026 to 2027, the organization will continue implementing its Equity, Diversity and Inclusion Strategy, focusing on increasing representation among Indigenous Peoples and persons with disabilities, and supporting the advancement of high-potential employees from equity-deserving groups. Leadership development will remain a priority, with expanded programs for science and technology team leads, including a growing community of practice that fosters collaboration and knowledge exchange across the organization. The NRC will also continue to implement action learning circles, which help participants develop problem solving skills while addressing real issues and challenges.

The NRC will also advance its 2026 to 2028 Accessibility Plan, improving access to adaptive technologies, addressing barriers in NRC-owned buildings and embedding accessibility considerations in research and innovation practices. These efforts will be complemented by new awareness initiatives and streamlined accommodation processes that enable all employees to participate fully in the NRC's work.

Health, safety and environmental protection will continue to be foundational commitments. The "Make it Safe!" campaign and related activities will promote proactive reporting, prevention and awareness across NRC sites, while new dashboards and risk-assessment tools will enhance data transparency and accountability. Collaboration with partners in planning and property management will enable health, safety and environmental considerations to be integrated early in all project stages.

Strengthening sustainability and climate resilience

As part of its commitment to sustainable operations, the NRC will continue reducing its environmental footprint and improving climate resilience across its facilities and fleet. By 2027, nearly half of the NRC's light-duty vehicle fleet will be electric, supported by expanded charging infrastructure. The organization remains on track to procure 100% clean electricity by 2030, a key milestone toward achieving a 60% reduction in greenhouse-gas emissions compared to 2005 levels.

The NRC will continue integrating climate risk and resilience into project planning and design, ensuring that all new facilities and major retrofits are built to withstand future environmental conditions. Through collaborative work on codes, standards and design guidance, the organization will also contribute to strengthening Canada's built environment against the impacts of climate change.

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	$195,488,581
Full-time equivalents	1,149.2

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

Planning for contracts awarded to Indigenous businesses

While the 5% target represents the minimum requirement, the NRC continues to demonstrate leadership in identifying and pursuing opportunities to increase Indigenous participation in procurement.

The NRC integrates Indigenous procurement considerations as part of its Procurement Management Framework. Procurement officers are expected to assess Indigenous participation opportunities early in the planning process, in collaboration with internal clients. This includes consulting the Indigenous Business Directory and applying the Procurement Strategy for Indigenous Business (PSIB) where feasible. The NRC also works closely with PSPC and Indigenous Services Canada to stay aligned with government-wide priorities and ensure that Indigenous economic participation is systematically considered.

The NRC's Indigenous procurement target percentage is determined based on a review of historical spending data, projected procurement activities and known areas of opportunity for Indigenous suppliers. Planned procurements are analyzed by commodity type to identify where PSIB set-asides or voluntary opportunities may be feasible. Assumptions are based on stable operational demand and supplier availability, with adjustments for one-time scientific or technical procurements where Indigenous capacity may not yet exist.

Exceptions to the 5% target are approved only when a requirement cannot reasonably be fulfilled by an Indigenous business, such as in cases involving highly specialized research equipment or time-sensitive operational needs. Each exception is reviewed through the appropriate governance channels and approved by the deputy head to ensure transparency and alignment with NRC policy.

To strengthen Indigenous economic participation and reduce exceptions, the NRC will:

- Enhance collaboration between procurement officers, clients and PSIB partners during early planning stages to identify feasible Indigenous opportunities
- Provide additional guidance and tools to help officers apply PSIB provisions and document Indigenous engagement efforts
- Conduct internal awareness to increase staff confidence and consistency in applying Indigenous procurement practices
- Monitor procurement data to identify trends and emerging opportunities for engagement with Indigenous suppliers, particularly in professional services and facilities management

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	2024–25 actual result	2025–26 forecasted result	2026–27 planned result
Total percentage of contracts with Indigenous businesses	5.85%	5%	5%

Department-wide considerations

Related government priorities

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 that address social, environmental and economic priorities to support a prosperous and inclusive Canadian economy. In support of the Healthy and More Sustainable Food System goal, the NRC is supporting Northern-led research initiatives that will develop technologies to improve food security in remote environments. To support the Climate Action and Affordable and Clean Energy goals, the NRC will develop decision-making tools to strengthen infrastructure resilience to extreme weather, continue implementing the Greening Government Strategy to decarbonize its operations and develop energy efficiency and greenhouse gas emission mitigation provisions in the 2025 National Model Codes.

The NRC will also continue research in clean energy production and storage and industrial decarbonization. In support of the Green Infrastructure goal, the NRC will create collaborative research and development platforms that bring together the NRC and industry partners to address challenges in critical minerals value chains. In 2026 to 2027, the NRC will advance the goal on Sustainable Cities and Communities by developing and deploying novel sensors and measurement instruments to enable the mapping and reduction of environmental pollutants.

The NRC will continue to support the Inclusive and Sustainable Growth goal through funding innovative Canadian SMEs, enabling them to develop, grow and bring new technologies to market. The NRC is also committed to advancing reconciliation by building internal resources that strengthen relationships with Indigenous partners and through joint research initiatives, such as the co-development of Indigenous language technologies that support education and community-led language preservation.

Finally, the NRC will continue to support Canada's transition to a low-carbon economy by supporting research in decarbonizing the transportation sector, focusing on electric and connected vehicles, aerodynamics, batteries, hydrogen technologies, electrical machines and fleet energy efficiency. The NRC will also help grow Canada's blue economy by advancing research in coastal resilience, intelligent marine assets, pollution remediation and bio-based resources.

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.

Artificial Intelligence

Artificial intelligence (AI) is redefining the boundaries of scientific discovery and industrial innovation. In 2026 to 2027, the NRC will strengthen Canada's position as a global leader in the responsible development and application of AI, integrating these capabilities across its programs, operations and partnerships.

To strengthen internal capacity, the NRC is deploying enterprise-grade generative AI tools to improve efficiency, innovation and service delivery while protecting sensitive information and organizational expertise. Updated guidance, training and knowledge sharing will promote AI literacy and ethical use across the organization. AI-driven methods are already being applied in analytics, manufacturing design, digital twins and scientific instrumentation, accelerating discovery and enabling practical solutions for partners in government and industry.

The NRC will apply its AI expertise to national priorities such as defence industrialization, digital and quantum technologies, health and biomanufacturing, housing, measurement science and astronomy. AI applications can drive innovation by improving the design of advanced materials, enhancing disease detection and treatment, and supporting sustainable infrastructure. In construction, for example, AI and computer-vision tools through the iVISION platform will improve project efficiency by enabling real-time monitoring that reduces delays, waste and emissions. Investments in high-performance computing, including the new Beatrix 2.0 cluster, will provide secure, affordable capacity for projects ranging from virtual modelling and precision agriculture to astronomical data analysis.

The NRC will also advance research to provide Canadians with access to AI systems that are reliable, private and trustworthy. Work will focus on data provenance, labelling and privacy-enhancing tools

while addressing security risks in biometrics, misinformation detection, autonomous systems and defence applications.

The NRC IRAP AI Assist program will continue in 2026 to 2027, including contributions to firms developing and adapting generative AI and deep learning solutions. Following the national call for proposals launched in August 2025, NRC IRAP will work with selected Canadian organizations to provide tailored advisory services that help Canadian SMEs accelerate AI adoption by building, deploying and integrating AI capabilities into their products or services.

By combining foundational AI research with applied innovation, the NRC will help keep Canada's AI capabilities world-class, secure and ethically grounded, while advancing science, strengthening industry and improving the well-being of Canadians.

Key risks

The NRC monitors a number of internal and external risks that could impact its ability to achieve its strategic objectives. Externally, the growing sophistication of cyber-attacks presents an ongoing threat, with the potential to disrupt NRC operations and compromise organizational assets. Also, the rapid development and adoption of artificial intelligence technologies introduce opportunities and emerging risks. If used improperly, these tools could lead to erroneous outcomes and biased decision making. In addition, an increasingly competitive labour market combined with an aging workforce may challenge the NRC's ability to attract and retain the highly skilled talent required to deliver on its mandate.

Internally, the rapid advancement in the digitalization of research requires continuous upgrades to the NRC's core IT infrastructure and capabilities. The key risk is that if the NRC does not keep pace, it could diminish the organization's competitive edge and relevance. Furthermore, the NRC's use of specialized machinery, equipment and materials in its research work requires ongoing vigilance to prevent workplace health and safety incidents.

In 2026 to 2027, the NRC will continue to address these risks through targeted action plans that aim to reduce both their likelihood and impact. To strengthen cyber resilience, the NRC is implementing its Security Strategy, enhancing IT operations capacity and expanding cybersecurity expertise. To enable digital readiness, the organization will develop an integrated IT and Data Strategy and will work to responsibly integrate AI solutions to meet the evolving demands of research and innovation. To remain competitive in talent acquisition, the NRC will continue to implement programs and tactics to attract diverse talent and has updated its hiring policies to increase flexibility in recruiting top talent. Health and safety will remain a top priority through the continued application of the Hazard Prevention Program and the conduct of environmental risk assessments to identify and mitigate hazards.

The NRC is also committed to enhancing its overall risk management approach to remain agile in responding to evolving challenges. This includes regularly analyzing residual risks to confirm the effectiveness of mitigation measures, monitoring key risk indicators to enable proactive responses, and expanding risk management capacity across the organization by sharing best practices. These efforts will help maintain an integrated risk management posture and the NRC's ability to support research and innovation and deliver on its mandate in a rapidly changing environment.

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 of planned spending for 2026 to 2027 with actual spending from previous years.

In this section

Spending

This section presents an overview of the department's planned expenditures from 2023 to 2024 through 2028 to 2029.

Budgetary performance summary

Table 7: 3-year spending summary for core responsibility and internal services

Table 7 presents the NRC's spending over the past 3 years to carry out its core responsibility and for internal services. Amounts for the 2025 to 2026 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 ($)
Science and innovation	1,328,737,018	1,501,598,130	1,754,518,045
Internal services	197,243,636	206,415,940	211,125,973
Total	**1,525,980,654**	**1,708,014,070**	**1,965,644,018**

Analysis of the past 3 years of spending

The NRC's expenditures have increased significantly in recent years, primarily as a result of new investments supporting its science and innovation capabilities, as well as the introduction of new grants and contribution programming. Specifically, for expenditures incurred in 2025 to 2026, the NRC was provided $158.4 million to support defence-related technologies and $162.8 million to integrate new grants and contributions programs within NRC IRAP in support of clean technologies and AI.

Furthermore, over the last 5 years, the NRC has received incremental funding to implement various initiatives, including Canada's membership in the Square Kilometre Array Observatory, Canada's National Quantum and Critical Minerals strategies, the revitalization and modernization of the NRC's scientific infrastructure, and support for decarbonizing the construction sector.

More financial information from previous years is available on the Finances section of GC Infobase.

Table 8: Planned 3-year spending on core responsibility and internal services

Table 8 presents the NRC's planned spending over the next 3 years for core responsibility and internal services.

Core responsibilities and internal services	2026–27 planned spending ($)	2027–28 planned spending ($)	2028–29 planned spending ($)
Science and innovation	1,719,651,571	1,725,422,770	1,329,706,723
Internal services	195,488,581	192,291,424	180,715,993
Total	**1,915,140,152**	**1,917,714,194**	**1,510,422,716**

Analysis of the next 3 years of spending

Planned spending over the next 3 years remains consistent in 2026 to 2027 and 2027 to 2028, with a significant reduction expected in 2028 to 2029. The large budget reduction in 2028 to 2029 is primarily due to the sunsetting of funding that supports defence research and development, as well as the impact of the Comprehensive Expenditure Review (CER).

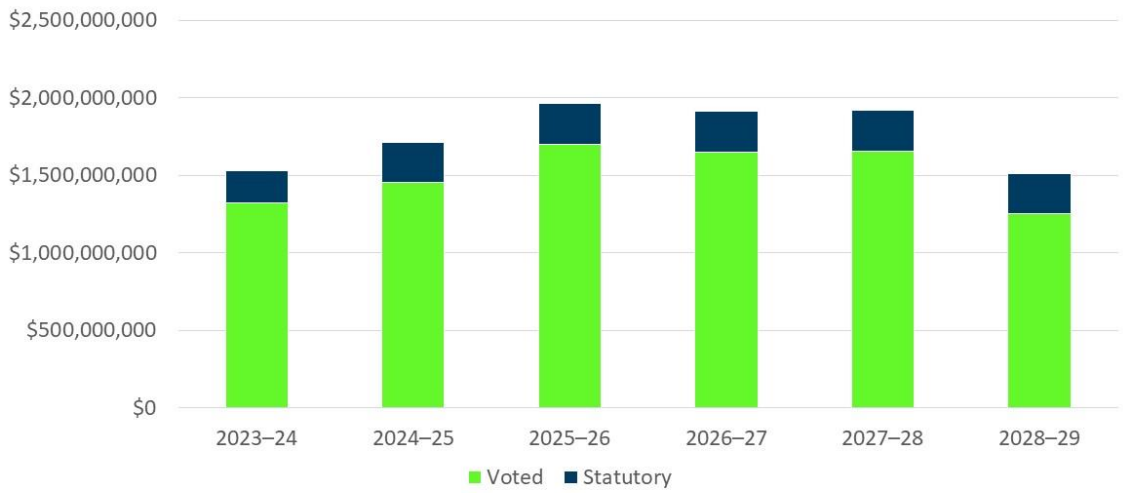
More detailed financial information on planned spending is available on the Finances section of GC Infobase.

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 2023 to 2024 through 2028 to 2029.



Year	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29
Statutory	206,227,049	255,332,782	265,919,012	265,988,353	262,927,081	256,779,994
Voted	1,319,753,605	1,452,681,288	1,699,725,006	1,649,151,799	1,654,787,113	1,253,642,722
Total	1,525,980,654	1,708,014,070	1,965,644,018	1,915,140,152	1,917,714,194	1,510,422,716

Text description of graph 1

Fiscal year	Total ($)	Voted ($)	Statutory ($)
2023–24	1,525,980,654	1,319,753,605	206,227,049
2024–25	1,708,014,070	1,452,681,288	255,332,782
2025–26	1,965,644,018	1,699,725,006	265,919,012
2026–27	1,915,140,152	1,649,151,799	265,988,353
2027–28	1,917,714,194	1,654,787,113	262,927,081
2028-29	1,510,422,716	1,253,642,722	256,779,994

Analysis of statutory and voted funding over a 6-year period

The NRC's spending within statutory and voted funding illustrates that year-to-year fluctuations in expenditures are primarily related to voted authorities. The NRC's most significant statutory spending is determined by its revenue-generating activities, which remain relatively stable across the 6-year period. The significant increases and subsequent decreases in voted spending reflect funding approved on a temporary basis to support new initiatives, as well as the impact of the CER, which will be implemented between 2026 to 2027 and 2028 to 2029.

For further information on the NRC's departmental appropriations, consult the 2026 to 2027 Main Estimates.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the NRC's operations for 2025 to 2026 through 2026 to 2027.

Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2027

Table 9 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	1,822,697,000	1,694,266,000	(128,431,000)
Total revenues	249,134,000	211,130,000	(38,004,000)
Net cost of operations before government funding and transfers	1,573,563,000	1,483,136,000	(90,427,000)

Analysis of forecasted and planned results

The NRC's 2026 to 2027 planned expenses and revenues are based on the Annual Reference Level Update. Also included in planned expenses are the NRC's portion of the expense accounts of the Canada-France-Hawaii Telescope Corporation ($6.7 million), TMT International Observatory LLC ($3.9 million) and Square Kilometre Array Observatory ($12.6 million).

The 2026 to 2027 planned revenues are composed of:

- Research services ($81.1 million)
- Technical services ($82.6 million)
- Intellectual property, royalties and fees ($2.3 million)

- Sale of goods and information products ($3.4 million)
- Rentals ($9.1 million)
- Grants and contributions ($30.3 million)

Also included is $2.3 million of accrued adjustments mainly from lease inducement revenue ($2.1 million) and other adjustments ($0.2 million).

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 NRC's website.

Human resources

This section presents an overview of the department's actual and planned human resources from 2023 to 2024 through 2028 to 2029.

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

Table 10 shows a summary of human resources, in full-time equivalents, for the NRC's core responsibility and for its internal services for the previous 3 fiscal years. Human resources for the 2025 to 2026 fiscal year are forecasted based on 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
Science and innovation	3,263.3	3,402.6	3,374.2
Internal services	1,059.9	1,102.0	1,136.1
Total	**4,323.2**	**4,504.7**	**4,510.3**

Analysis of human resources over the last 3 years

The increase in FTEs is primarily associated with new funding to deliver programs, including growth and FTEs at IRAP and several research centres such as Construction, Aerospace and Clean Energy Innovation. Internal services FTEs have also increased to support the delivery of new programming and to respond to the NRC's increased contracting authorities. As a result, FTEs have increased in areas that primarily support program delivery, such as procurement, project management and information technology.

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

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

Core responsibilities and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Science and innovation	3,246.1	3,158.1	3,058.5
Internal services	1,149.2	1,112.2	1,027.8
Total	**4,395.3**	**4,270.3**	**4,086.3**

Analysis of human resources for the next 3 years

The Government's CER resulted in planned FTE decreases beginning in 2026 to 2027. These decreases are partially offset in both 2026 to 2027 and 2027 to 2028 by a planned temporary increase in FTEs associated with funding from the Department of National Defence to support defence research and development.

Supplementary information tables

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

- Details on transfer payment programs

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.

Corporate information

Departmental profile

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

Institutional head: Mitch Davies

Ministerial portfolio: Innovation, Science and Economic Development

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

Other: The NRC is a departmental corporation of the Government of Canada, reporting to Parliament through the Minister of 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 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, NRC IRAP 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

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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 3year 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 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])

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 2 or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business (entreprise autochtones)

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.