

National Film Board of Canada 2025–26 Departmental Plan

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Minister of Canadian Identity and Culture and
Minister responsible for Official Languages

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National Film Board of Canada's 2025-26 Departmental plan: At a glance

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

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

Key priorities

National Film Board of Canada's (NFB) top priorities for 2025-26 are as follows:

- The launch of the NFB's 2025–28 Strategic Plan, which will set out the organization's vision for the next three years. Here are the elements on which the organization will focus for the first year of the plan, 2025–26:
 - Audiovisual Programming and Production
 - Nurture the NFB's culture of creativity and innovation;
 - Ensure national programming that reflects pan-Canadian perspectives;
 - Support emerging talent and creative film communities across the country.
 - Content Accessibility and Audience Engagement
 - Expand and improve the accessibility and discoverability of NFB content;
 - Better understand our audiences and strengthen public engagement with the NFB;
 - Ensure a preserved, living collection and its sustainability for future generations.
 - Internal Services
 - Develop human capital and pursue equity, diversity and inclusion commitments;
 - Continue to support the government in achieving its sustainable development goals;
 - Support the principles of sound governance.

Highlights

In 2025-26, total planned spending (including internal services) for the NFB is \$73,272,888, and total planned full-time equivalent staff (including internal services) is 352. For complete information on the NFB's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

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

Core responsibility 1: Audiovisual Programming and Production

Planned spending: \$37,920,032

Planned human resources: 125

Departmental results:

- The National Film Board works reflect pan-Canadian perspectives;
- The National Film Board is a global centre of excellence in audiovisual production;
- The National Film Board supports Canadian industry talent and cultural diversity.

By renewing its commitments to Indigenous Peoples, following the appropriate protocols and the United Nations Declaration on the Rights of Indigenous Peoples, and keeping its commitments to gender parity

both in front of and behind the camera, the NFB can continue to produce works that represent Canadian diversity. A leader in the audiovisual industry for more than 85 years, in 2025–26 the NFB will continue to explore new storytelling formats and methods. It will also support Canadian creators, both by providing mentoring programs to emerging filmmakers and by continuing to provide assistance to independent filmmaking.

More information about [Audiovisual Programming and Production](#) can be found in the full plan.

Core responsibility 2: Content Accessibility and Audience Engagement

Planned spending: \$22,961,618

Planned human resources: 152

Departmental results:

- The National Film Board works are accessible on digital platforms;
- The National Film Board works are viewed around the world;
- The National Film Board forges relationships with its online audiences;
- The National Film Board works are conserved and their longevity assured for future generations.

The NFB seeks to enlarge its footprint in the audiovisual universe in order to reach more Canadians, for whom it creates works that are relevant and engaging. The NFB will expand its audience by implementing a new programming framework, increasing the number of partnerships that provide NFB productions with visibility, developing measurement and management tools, and providing an optimal online viewing experience. The NFB will also engage the interest and participation of younger generations by producing innovative material for schools while continuing the work of preserving its rich collection, which bears witness to Canada's past.

More information about [Content Accessibility and Audience Engagement](#) can be found in the full plan.

National Film Board of Canada 2025-26 Departmental Plan

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From the Minister

The arts, culture, heritage and broadcasting sectors occupy an important place in our lives. They offer us a wide array of experiences, promote conversations, strengthen our social fabric and shape our collective identity. The organizations in the Canadian Heritage portfolio, including the National Film Board of Canada (NFB), work tirelessly to support the development of these sectors. Over the coming year, they will fulfill their respective mandates in an ever-evolving world where technology continues to increase both challenges and possibilities.



For the NFB, the coming year will begin with the release of its 2025–2028 Strategic Plan, which was developed following consultations and the NFB’s commitments to Canadian filmmakers and Canadian audiences.

Through its production units across the country, the NFB will create works that represent Canadian diversity and regional perspectives. It will deliver gender-balanced, inclusive programming that gives a voice to the next generation of filmmakers and helps amplify Indigenous voices.

A filmmaking laboratory with an 85-year history, the NFB will launch innovative initiatives throughout the organization. The results of its research, which will be shared so that the industry can benefit from them as well, will enable the NFB to continue to play a leading role in a constantly evolving sector and to promote Canada on the world stage.

The NFB will continue to renew itself to remain the learning destination of choice, nurturing and stimulating the minds of 4 million students across Canada. Its activities to reduce environmental impact, strengthen its relationship with its online audiences and plan for succession within the organization show that the NFB is resolutely focused on the future while remaining dedicated to conserving and preserving its rich collection, an important record of our history.

As Minister of Canadian Heritage, I invite you to read the Departmental Plan 2025–26 prepared by the National Film Board to get an overview of its activities during the year to come.

The Honourable Steven Guilbeault, P.C., M.P.

Minister of Canadian Identity and Culture and Minister responsible for Official Languages

From the Institutional Head

The NFB has just marked the 85th anniversary of its founding. After all these years of creation and innovation, its mandate remains more relevant and necessary than ever to the cultural, social and democratic lives of Canadians.

In addition to showcasing the country's vitality and richness by making Canadian stories accessible to as many people as possible, the NFB is strongly and publicly committed to its mission of telling stories that inspire, engage and move viewers, that capture the essence of life in Canada today and that educate audiences about crucial issues that can help to improve the way we live together.

The demands of this mission have always kept the NFB firmly grounded in modernity. The people who have worked at the NFB over the past 85 years have ensured that it continues to evolve so that it can capture the present while preserving its exceptional heritage collection of audiovisual works.

So over the past year, in keeping with the emerging changes in our industry and our society, we have made some courageous decisions that were necessary to lay the foundations for a renewed organization that is anchored in the expertise of its staff and open to new approaches. We eliminated over 80 positions and created close to 30 new ones to optimize our work and business processes and align them with industry trends and requirements.

Inspired by our strategic vision for 2025–2028, we will continue to shine a spotlight on Canada's distinctive cultural character. And just like our industry, which is looking for the best practices and trends for reaching the Canadian public and engaging it, we will exercise a generous, unifying kind of leadership in a world dominated by the major U.S. streaming services.

Now more than ever, we must continue to navigate the social transformations currently underway, the challenges of adapting to the digital ecosystem and the need for financial discipline. Our public mandate and our tradition of innovation, risk-taking and exploration will serve not only Canada's film and audiovisual industry but also Canadian society as a whole.

At this moment in our journey, the NFB is at a crossroads. We are addressing funding constraints that demand thoughtful consideration to ensure we can continue fulfilling our commitments in all their forms, across the country, including our vital roles in education, preservation and archiving. At the same time, we are laying the groundwork for a new phase in our history.

As a public media institution, the NFB, supported by its dedicated team, remains committed to serving the people of Canada with humility and purpose. We will continue to bring Canadians together, enabling them to share their stories and deepen their understanding of one another.



Leading this organization is a tremendous privilege and a great responsibility, which I share with talented people throughout Canada.

Suzanne Guèvremont
Government Film Commissioner and
Chairperson of the National Film Board of Canada

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Core responsibility 1: Audiovisual Programming and Production](#)
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Core responsibility 1: Audiovisual Programming and Production

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Description

The National Film Board's mandate is to create relevant and innovative audiovisual content that interprets Canada and its diversity to Canadians and people around the world. The National Film Board's works with filmmakers and artists from every region of Canada to produce exceptional documentaries, animated films, and interactive/immersive works rooted in Canadian experiences and realities. The National Film Board has long been a champion of technological and film innovation, both nationally and internationally. The National Film Board seeks to reflect the perspectives and experiences of communities that are systematically under-represented in the media and to develop innovative new storytelling forms and approaches.

Quality of life impacts

Through its productions, which are representative of Canadian diversity and Canadian realities, the NFB contributes to various indicators for the Society domain of [Canada's Quality of Life Framework](#), in particular Sense of pride/belonging to Canada, Positive perceptions of diversity, Indigenous languages, Knowledge of official languages and Sense of belonging to a local community. Through its works, which are testaments to freedom of expression and creation, the NFB also contributes to the following indicators for the Good Governance domain: Misinformation/trust in media and Indigenous self-determination.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Audiovisual Programming and Production. Details are presented by departmental result.

Table 1: The National Film Board works reflect pan-Canadian perspectives

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Audiovisual Programming and Production.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of works directed by filmmakers and artists from Quebec	2021-22: 42% 2022-23: 45% 2023-24: 44%	32%–45%	March 31, 2026
Percentage of works directed by filmmakers and artists from Ontario	2021-22: 17% 2022-23: 14% 2023-24: 17%	15%–25%	March 31, 2026
Percentage of works directed by filmmakers and artists from the Atlantic region	2021-22: 8% 2022-23: 11% 2023-24: 13%	8%–15%	March 31, 2026
Percentage of works directed by filmmakers and artists from the Canadian Prairies, Nunavut and the Northwest Territories	2021-22: 18% 2022-23: 17% 2023-24: 12%	10%–18%	March 31, 2026
Percentage of works directed by filmmakers and artists from British Columbia and the Yukon	2021-22: 15% 2022-23: 14% 2023-24: 14%	11%–21%	March 31, 2026

Table 2: The National Film Board is a global centre of excellence in audiovisual production

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Audiovisual Programming and Production.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of awards won at festivals/awards ceremonies	2021-22: 151 2022-23: 99 2023-24: 95	80	March 31, 2026

Table 3: The National Film Board supports Canadian industry talent and cultural diversity

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Audiovisual Programming and Production.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of completed productions directed by emerging filmmakers and artists	2021-22: 35% 2022-23: 65% 2023-24: 61%	25%	March 31, 2026
Percentage of completed productions directed by Indigenous filmmakers and artists	2021-22: 26% 2022-23: 6% 2023-24: 20%	Not available ¹	March 31, 2026
Percentage of completed productions directed by women	2021-22: 54% 2022-23: 65% 2023-24: Not available	Not available ²	March 31, 2026

¹ The NFB implemented a self-declaration questionnaire for fiscal 2023-2024. Because this questionnaire was confidential and non-mandatory and the information gathered through it was used in an aggregated form, the NFB is no longer able to provide the information for the completed works. These data will be replaced with data on works in production, which include gender identity, gender expression and Indigenous identity.

² Ibidem.

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

Plans to achieve results

The following section describes the planned results for Audiovisual Programming and Production in 2025-26.

The National Film Board works reflect pan-Canadian perspectives

A core component of the NFB's mandate is to produce audiovisual works from coast to coast to coast that reflect Canadian perspectives and values. This is achieved through an exceptional, bold and dynamic national programming slate that supports a diversity of artists and filmmakers. Regional units play a vital role in the NFB's programming efforts by pushing creative boundaries, experimenting with innovative formats and delivering high-quality storytelling. In 2025–26, the NFB will continue to serve as a galvanizing force for Canada's creative community, fostering a vibrant and innovative ecosystem.

Results we plan to achieve

- Harness the power of storytelling to cultivate unity through diversity;
- Strengthen the presence of production units across the country to ensure representation of diverse regional, cultural and linguistic perspectives;
- Continue to support the Canadian independent film industry by improving access to our resources, expertise and research findings.

The National Film Board is a global centre of excellence in audiovisual production

The NFB's mandate is to interpret Canada to Canadians and to the world at large by producing elevated stories that shine on both the Canadian and the international stage. Looking ahead, the NFB aims to solidify its role in the cultural industry as a leading hub for creation and a space to explore ideas and formats that engage audiences. The NFB's unyielding commitment to both creativity and innovation will continue to position us at the forefront of our rapidly evolving audiovisual sector, equipping collaborators and staff with the skills and resources they need to succeed. In 2025–26, the NFB plans to achieve this by providing training and development opportunities to support new exploration and experimentation. Additionally, through active participation in global industry events, panels, master classes and talks, the organization will position itself as a leader and a trusted source in the audiovisual sector.

Results we plan to achieve

- Expand the exploration of innovative narrative techniques and formats and share the results with the industry;
- Deepen narratives that reflect and speak to younger generations;
- Provide staff with stimulating collaborative spaces, state-of-the-art technological infrastructure and professional development opportunities.

The National Film Board supports Canadian industry talent and cultural diversity

The NFB is steadfast in its commitment to supporting and nurturing emerging talent and creative communities across Canada. Through initiatives like Hothouse and Alambic, which offer labs and mentorship programs guided by NFB producers and experienced filmmakers, the organization fosters fresh, innovative ideas and helps develop the next generation of Canadian creators. As part of its dedication to equitable representation, the NFB will maintain its commitments to gender parity and racial equity and our support for official-language minority productions. This includes ensuring equitable representation behind the camera, in key creative roles and in the stories produced. Furthermore, the NFB reaffirms its dedication to Indigenous cinema by creating space for authentic Indigenous voices to

share their stories, guided by respect and inspired by recommendations outlined in *On-Screen Protocols & Pathways* production guide.

Results we plan to achieve

- Engage with emerging filmmakers through labs and mentorship programs;
- Maintain our commitment to parity, equity-seeking groups and official-language minority communities;
- Renew our commitment to Indigenous cinema and continue to provide a space for stories to be told by authentic Indigenous voices while respecting appropriate protocols.

Key risks

The key risks to achieving the results for Audiovisual Programming and Production are related to the funding challenges the NFB might have to contend with starting April 1, 2025. Financial viability is necessary to ensure the organization can deliver its mandate, otherwise, the integrity of its mandate will be undermined. The NFB would no longer be able to keep up with the rapid pace of change in the audiovisual industry, and its complementary yet unique role in the modernized ecosystem would thereby be threatened. The NFB would be unable to achieve several of the objectives set for the coming fiscal year, and the scope of the 2025–28 Strategic Plan would be reduced.

The measures for mitigating these risks necessarily involve reducing the NFB’s production and distribution activities and maintaining an open dialogue with the main creators with whom the NFB works.

Planned resources to achieve results

Table 4: Planned resources to achieve results for Audiovisual programming and production

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

Resource	Planned
Spending	37,920,032
Full-time equivalents	125

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

Related government priorities

Gender-based analysis plus

As part of its Equity, Diversity and Inclusion (EDI) Plan, on April 1, 2023, the NFB implemented a confidential and non-mandatory self-declaration questionnaire for filmmakers and key creatives working on NFB projects. The purpose of the questionnaire is to respectfully and responsibly gather information that provides an evidence-based understanding of its programming and its progress towards EDI commitments.

The NFB was able to publicly report on its findings in 2024–25 after its first year of collecting data. The results signal significant improvement in supporting historically marginalized, underrepresented and misrepresented voices. The statistics compiled by the NFB will provide a benchmark to measure ongoing advancements in equitable programming in 2025–26 and beyond. The NFB will continue to apply the

data to align initiatives with its EDI Plan and its Indigenous Action Plan, and to compile aggregated and anonymized data for statistical reporting.

The NFB is aware of the potential impact of a low response rate or incomplete questionnaires and is actively working towards increasing self-declaration questionnaire participation in the upcoming fiscal year. The NFB remains committed to continuing to track and transparently report on its progress, with the goal of building a stronger, more inclusive and sustainable industry for all.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals
In 2025–26, the NFB will continue to showcase the principles laid out in the United Nations Sustainable Development program by producing innovative audiovisual works for screens of all sizes and sharing social justice stories of national and global interest. The NFB contributes to promoting the UN's Sustainable Development Goals (SDGs), in particular SDG16 (Peace, Justice and Strong Institutions), SDG 5 (Gender Equality) and SDG 13 (Climate Action), through the contents of its stories and the way in which those stories are produced.

More information on the NFB'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](#).

Innovation

The NFB upholds its longstanding tradition of innovation, ensuring it remains positioned at the forefront of the rapidly evolving audiovisual sector. The mission of its newly established Innovation Lab is to tenaciously pioneer creative methods and technologies, to transform NFB storytelling and stimulate and grow audience engagement. By exploring cutting-edge tools and technologies, including artificial intelligence, the NFB seeks to unlock creative possibilities, increase efficiency and streamline workflow. The Innovation Lab's practices consist of prototyping and validating hypotheses in an effort to enhance operations and ensure the NFB is agile and responsive to real-time needs.

In 2025–26, the Innovation Lab will contribute to Programming and Production's priority to elevate and simplify the programming framework by providing access to analytical tools that support data-driven decision making. In particular, the Innovation Lab is poised to build organizing mechanisms for the vast amounts of programming information and metadata—an essential task, as the NFB's catalogue now exceeds 14,000 titles and continues to grow. The NFB aims to contribute meaningfully to the success of Canada's national creative industries by sharing its findings and insights more broadly.

Program inventory

Audiovisual Programming and Production is supported by the following programs:

- Audiovisual Programming and Production

Additional information related to the program inventory for Audiovisual Programming and Production is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year
Not applicable.

Core responsibility 2: Content Accessibility and Audience Engagement

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Description

The National Film Board strives to ensure that Canadians from all regions have access to its works across a range of formats. Understanding audiences and their consumption habits, making content available on a variety of platforms, and calling attention to National Film Board productions are thus intrinsic to the organization's mandate. The National Film Board has a rich collection of over 13,000 titles³ that constitutes an essential component of Canada's cultural heritage. Preserving these works for the enjoyment of Canadians and people around the world, both today and in the future, falls under the mandate conferred to the National Film Board under the *National Film Act*.

Quality of life impacts

This core responsibility contributes to the Society domain of the Quality of Life Framework for Canada and, more specifically, to five indicators for this domain—Sense of pride/belonging to Canada, Positive perceptions of diversity, Indigenous languages, Knowledge of official languages, and Sense of belonging to a local community—through all of the activities mentioned in the description of this core responsibility. This core responsibility also contributes to the Good Governance domain and, more specifically, to the Canada's place in the world indicator, because it includes the activities that the NFB carries out so that the Canadian content it produces is viewed and enjoyed around the world.

Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for Content Accessibility and Audience Engagement. Details are presented by departmental result.

Table 5: The National Film Board works are accessible on digital platforms

Table 5 provides a summary of the target and actual results for each indicator associated with the results under Content Accessibility and Audience Engagement.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of titles offered online	2021-22: 5,737 2022-23: 5,915	6,600	Mars 31, 2026

³ The description of the Content Accessibility and Audience Engagement Core responsibility appears as approved with the 2017 Departmental Results Framework. NFB's collection expands over the years and, in 2025, it includes more than 14,000 titles.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	2023-24: 6,508		

Table 6: The National Film Board works are viewed around the world

Table 6 provides a summary of the target and actual results for each indicator associated with the results under Content Accessibility and Audience Engagement.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of views of National Film Board works	2021-22: 64,059,352 2022-23: 59,348,229 2023-24: 57,240,612	52,000,000	Mars 31, 2026
Percentage of Canadians who confirm having watched a National Film Board production in the last year	2021-22: 31% 2022-23: Not available 2023-24: Not available ⁴	20%	Mars 31, 2026

Table 7: The National Film Board forges relationships with its online audiences

Table 7 provides a summary of the target and actual results for each indicator associated with the results under Content Accessibility and Audience Engagement.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of interactions between the National Film Board and its online audiences	2021-22: 12,534,943 2022-23: 12,324,680 2023-24: 7,448,259	5,000,000 ⁵	Mars 31, 2026

Table 8: The National Film Board works are conserved and their longevity assured for future generations

Table 8 provides a summary of the target and actual results for each indicator associated with the results under Content Accessibility and Audience Engagement.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of digitized works in the active collection	2021-22: 99.9% 2022-23: 99.9% 2023-24: 99.9%	100%	Mars 31, 2026
Percentage of digitized works in the total collection	2021-22: 73% 2022-23: 76% 2023-24: 80%	86%	Mars 31, 2026

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

⁴ The results for this indicator are obtained by means of a quantitative survey conducted by an outside firm, using a sample of Canadians aged 18 and older. Because this survey was not conducted in the past two years, these results are not available. The NFB is planning a survey for 2025-26.

⁵ This target has been reduced because of the ban on Meta Platforms Inc.'s platforms.

Plans to achieve results

The following section describes the planned results for Content Accessibility and Audience Engagement in 2025-26.

The National Film Board works are accessible on digital platforms

The NFB must adapt to and distinguish itself in a media universe where foreign platforms predominate, audiences are scattered among various services and social media continue to grow. Today's audiences control their own media experience. This is the context in which the NFB must expand and improve the accessibility and discoverability of its content. To do so, the NFB must continue to improve the audience experience both on the nfb.ca/onf.ca viewing platform and on NFB mobile and TV applications. The NFB will continue to develop partnerships and optimize its offerings on partner distribution platforms.

Results we plan to achieve

- Redefine the NFB's digital offerings to promote its recent works and those in its collection;
- Provide an optimal experience to Canadian and Indigenous audiences;
- Optimize the NFB's online presence and explore new distribution strategies;
- Develop partnerships that enable the NFB's works to resonate with wider audiences—for example, by creating FAST channels (free, advertising-supported linear streaming television channels).

The National Film Board works are viewed around the world

To reach audiences more effectively both in Canada and abroad, the NFB wants to further develop its online programming. In this context, over the coming year, the NFB will communicate a programming framework that showcases the diversity of Canadian and Indigenous stories. This new framework aims to program online films in accordance with a specified annual schedule and the films' marketing profiles and themes. Thanks to adapted distribution strategies, the NFB will reach its target audiences.

Results we plan to achieve

- Communicate and implement a programming framework that showcases a wide variety of Canadian and Indigenous stories;
- Update the tools that the NFB uses to manage its collection, so that the NFB can seize distribution opportunities more readily.

The National Film Board forges relationships with its online audiences

Better understanding the NFB's audiences and strengthening the public's engagement with the NFB will be its big priorities for the coming year. As stated in the NFB's strategic plan, over the coming years the NFB will work to engage younger generations. To this end, the NFB will launch targeted marketing campaigns on digital platforms and distribute stories that will capture young people's interest. The NFB will also continue its efforts to reach students throughout Canada with its educational offerings, by developing teaching materials tailored to the consumption habits of the new generations and the new teaching environment.

Results we plan to achieve

- Explore and develop tools for measuring and managing the NFB's audiences in order to inform and influence its future strategies;
- Develop sustainable long-term strategies for engaging younger, more diverse audiences;
- Produce innovative and relevant audiovisual materials suitable for use in the classroom.

The National Film Board works are conserved and their longevity assured for future generations

To protect Canada's audiovisual heritage and pass it on to the next generations of Canadians, the NFB will continue to digitize the contents of its current and legacy collections. Over the coming year, the NFB will conduct the evaluations necessary to extend the imperatives of longevity, restoration and accessibility to all of the heritage documentary assets related to its audiovisual collection. In the spirit of

preservation for future generations, the NFB will share its expertise in collaborative initiatives to preserve accounts and stories that have heritage value.

Results we plan to achieve

- Continue to preserve and digitize its rich heritage collection;
- Draw on stories from the past and archives to create new educational content;
- Lay the groundwork for preserving valuable physical materials related to the NFB's works, such as photos, sound recordings and documents;
- Continue the NFB's partnerships to preserve accounts and stories that have heritage value.

Key risks

The key risks to achieving the results for Content Accessibility and Audience Engagement are related to the funding challenges the NFB might have to contend with starting April 1, 2025. Financial viability is necessary to ensure the organization can deliver its mandate, otherwise, the integrity of its mandate will be undermined. The NFB would no longer be able to keep up with the rapid pace of change in the audiovisual industry, and its complementary yet unique role in the modernized ecosystem would thereby be threatened. The NFB would be unable to achieve several of the objectives set for the coming fiscal year, and the scope of the 2025–28 Strategic Plan would be reduced.

The measures for mitigating these risks necessarily involve reducing the NFB's production and distribution activities and maintaining an open dialogue with the main creators with whom the NFB works.

Planned resources to achieve results

Table 9: Planned resources to achieve results for Content Accessibility and Audience Engagement

Table 9 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	22,961,618
Full-time equivalents	152

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

Related government priorities

Gender-based analysis plus

In 2025–26, the NFB will continue distributing works that reflect the diverse realities of Canadians, including members of underrepresented groups such as the 2SLGBTQI+ community, racialized groups and Indigenous communities, as well as people with disabilities. The NFB strives to expand and improve the accessibility and discoverability of its content, which will help the NFB to enhance the visibility of works from diverse creators and allow more Canadians to discover the life experiences of their fellow citizens from all parts of the country.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

In 2025–26, the NFB will continue to advance Sustainable Development Goal 4, Quality Education, by providing teachers and students with teaching materials and content that are innovative, engaging and

suited to the new realities of the education environment. The NFB will also continue to contribute to Sustainable Development Goal 14, Life Under Water, through its educational project *Ocean School*.

More information on the NFB'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](#).

Innovation

The NFB upholds its longstanding tradition of innovation, ensuring it remains positioned at the forefront of the rapidly evolving audiovisual sector. The mission of its newly established Innovation Lab is to tenaciously pioneer creative methods and technologies, to transform NFB storytelling and stimulate and grow audience engagement. By exploring cutting-edge tools and technologies, including artificial intelligence, the NFB seeks to unlock creative possibilities, increase efficiency and streamline workflow. The Innovation Lab's practices consist of prototyping and validating hypotheses in an effort to enhance operations and ensure the NFB is agile and responsive to real-time needs.

In 2025–26, the NFB Innovation Lab will support the Distribution team on the following projects:

- Exploring various automated tools for managing the presence of NFB works on various online platforms, to be able to administer a complex distribution ecosystem more effectively on several platforms at once;
- Aggregating the data on views of NFB works recorded by various partners and services throughout the world, despite the various methods used to collect these data and the variety of definitions used.

Program inventory

Content Accessibility and Audience Engagement is supported by the following programs:

- Distribution of works and audience engagement
- Promotion of works and National Film Board outreach
- Preservation, conservation and digitization of works

Additional information related to the program inventory for Content Accessibility and Audience Engagement is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

Not applicable.

Internal services

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- [Planning for contracts awarded to Indigenous businesses](#)

Description

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

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

Plans to achieve results

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

Fiscal year 2025–26 will see the release and launch of the NFB’s 2025–28 Strategic Plan, which will set out the organization’s vision for the next three years. In developing this new plan, the NFB has taken an approach based on consulting and mobilizing its employees, and we plan to take the same approach in implementing our vision for the coming years. Below are the main priorities for the NFB’s internal services in 2025–26.

Optimizing processes to benefit the entire organization

Now more than ever, in an audiovisual environment that is constantly evolving and subject to modernization, the NFB must exercise agility and innovation. To do so, we will carry out four major initiatives that will benefit the entire organization.

- **Optimize our financial processes:** By automating recurring manual processes and simplifying workflows, we can maximize our resources, allocate them more efficiently and make decisions faster and more accurately.
- **Improve our financial analyses:** We will apply best business-intelligence practices so that we can perform data analyses in a timely manner.
- **Update our corporate risk profile:** In accordance with the Treasury Board Secretariat’s Framework for the Management of Risk, the NFB will update its corporate risk profile. This will allow us to manage risks proactively, in alignment with the organization’s priorities and strategic objectives.
- **Replace our copyright-management system:** In 2025–26, the NFB will begin research and negotiations for the purpose of selecting a new copyright-management system that is easier to use and compatible with other software programs used by the NFB.

An inclusive, greener organization that invests in its people

The NFB has led the audiovisual industry in making concrete commitments with respect to gender parity, Indigenous people and equity, diversity and inclusion (EDI). In its first Departmental Sustainable Development Strategy, published in 2023, the NFB set out objectives to make it a greener organization. In 2025–26, the NFB will continue to integrate environmental, social and governance (ESG) factors into the entire organization so that it can remain representative of Canadian diversity, both in front of and behind the camera, and meet Canada’s commitments to sustainable development while relying on its employees’ strengths.

Environmental factors

- **Continue implementing the Departmental Sustainable Development Strategy and the Accessibility Plan.** These two plans are in the third year of implementation, and the NFB remains fully committed to achieving the various targets set in them.
- **Continue work on drafting the NFB's Green Plan, begun in 2024–25.** As a member of the Green Frame coalition, whose mission is to reduce the environmental impact of film and television production, the NFB has begun drafting a multi-year plan with reduction targets that will impact the organization as a whole and whose success will require it to raise awareness among staff, the creators it works with and the suppliers with whom it does business. By the end of the year, the NFB will have set a target for reducing greenhouse gases.

Social factors

- **Lay the groundwork for the future.** The NFB will take a broader perspective on its employees' lives and their individual career plans, from hiring through to retirement. New resources will be put in place to make the most of employees' talents and contributions.
- **Implement new EDI priorities.** The NFB will implement specific priorities to be announced in 2025–26. These priorities will deal with all NFB staff and with various subjects, such as professional development and the deployment of an antiracism and antidiscrimination policy.
- **Finish implementing the pay equity plan.** In 2025–26, in response to the *Pay Equity Act*, the NFB will complete the fifth and final phase of the development work designed to ensure pay equity throughout the organization.

Governance factors

- **Deploy a new official-languages action plan.** After consultations with all the stakeholders, the NFB has begun drafting a new plan covering the parts of the *Official Languages Act* that apply to this organization (Parts IV, V, VI and VII). This plan will be launched in 2025–26.
- **Implement new Indigenous governance.** In support of the United Nations Declaration on the Rights of Indigenous Peoples, the NFB will undertake an analysis of its internal practices and renew its commitment to reconciliation with First Nations, Inuit and Métis Peoples in Canada.
- **Prepare for the deployment of Dayforce in 2027.** The NFB Human Resources team will do the data-entry work required to replace the Phoenix and My GCHR systems with the new pay system, to ensure a successful integration.
- **Update the Departmental Results Framework.** To ensure that the descriptions, results and indicators for the NFB's core responsibilities and programs better reflect reality and the NFB's position in the audiovisual industry, the NFB will update its Departmental Results Framework, in keeping with Treasury Board Secretariat's new three-year updating cycle.

Planned resources to achieve results

Table 10: Planned resources to achieve results for internal services this year

Table 10 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	12,391,238
Full-time equivalents	75

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

Planning for contracts awarded to Indigenous businesses

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

The NFB will make every possible effort to achieve this target, but it should be noted that the organization does not have a tendering process when it produces films working with creative personnel. Project proposals are submitted to the NFB by filmmakers or co-producers, as outlined on the [nfb.ca](#) page "Create with the NFB." Given that these are sole-source contracts, the NFB has obtained an exemption from Treasury Board Secretariat regarding the need to provide individual best-value analysis for each procurement in a production. Instead of furnishing best-value analyses at the individual creative-personnel contract level, the NFB has opted for a streamlined approach in which it provides a global best-value analysis for the project. This is being done because for each project, special attention must be paid to choosing the team members who will develop it throughout the various stages of production and complete it. The composition of the teams is always tailored to the project and aligned with the nature of the work, its aesthetics, the shooting conditions (season, locations, etc.), the type of film shoot (cinéma vérité, structured), the social and cultural context of the shoot, the technologies chosen to be used, the distribution platforms, considerations of ethics, fairness and representation, and other issues.

To increase its capacity to achieve its target for contracts awarded to Indigenous suppliers, the NFB explores options that are in alignment with its investment plan, and it uses Public Services and Procurement Canada (PSPC) and Shared Services Canada (SSC) procurement vehicles, where available, to identify Indigenous resellers, in order to resorb the existing gap with some economic object codes. The 2025–26 Departmental Plan was created based on realistic assumptions about the NFB's ability to increase the 2023–24 total value of contracts awarded to Indigenous businesses.

In 2025–26, the NFB is planning to use Deputy Head-Approved Exceptions mainly for: expenses related to its non-competitive process to contract with creative personnel chosen for their specific or unique abilities; royalties that are paid to specific rights owners; and mandatory vendors contracted via the National Master Standing Offer or the Audio Visual Standing Offer, which preselect the supplier.

Table 11: Percentage of contracts planned and awarded to Indigenous businesses

Table 11 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
Total percentage of contracts with Indigenous businesses	n/a	3.2%	3.3%

Planned spending and human resources

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

In this section

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

Spending

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

Graph 1 Planned spending by core responsibility in 2025-26

Graph 1 presents how much the department plans to spend in 2025–26 to carry out core responsibilities and internal services.



Text description of Graph 1

Core responsibilities and internal services	2025-26 planned spending
Audiovisual Programming and Production	37,920,032
Content Accessibility and Audience Engagement	22,961,618

Core responsibilities and internal services	2025-26 planned spending
Internal services	12,391,238

Analysis of planned spending by core responsibility

The National Film Board's planned spending for 2025–26 is divided among its core responsibilities and internal services. Audiovisual Programming and Production account for \$37.9 million (52% of total spending), Content Accessibility and Audience Engagement for \$22.9 million (31%) and internal services for \$12.4 million (17%).

Budgetary performance summary

Table 12 Three-year spending summary for core responsibilities and internal services (dollars)

Table 12 presents how much money the NFB spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Main voted authorities			
Audiovisual Programming and Production	38,377,459	36,401,156	41,280,008
Content Accessibility and Audience Engagement	23,332,571	23,041,297	26,965,936
Subtotal (s)	61,710,030	59,442,453	68,245,944
Internal services	10,731,370	11,936,115	14,093,577
Total(s)	72,441,400	71,378,568	82,339,521
Revolving fund authority			
Audiovisual Programming and Production	193	5,172	0
Content Accessibility and Audience Engagement	(43,106)	201,755	0
Subtotal (s)	(42,913)	206,927	0
Internal services	49,383	21,287	0
Total(s)	6,470	228,214	0
Total authorities			

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Audiovisual Programming and Production	38,377,652	36,406,328	41,280,008
Content Accessibility and Audience Engagement	23,289,465	23,243,052	26,965,936
Subtotal (s)	61,667,117	59,649,380	68,245,944
Internal services	10,780,753	11,957,402	14,093,577
Total(s)	72,447,870	71,606,782	82,339,521

Analysis of the past three years of spending

The spending level of \$82.3 million for 2024–25 is higher than in previous years because it includes salary indexation and retroactive payments following the signing of collective agreements. The NFB revolving fund authority is available to finance working capital and capital acquisitions and is reimbursed periodically from the Main voted authorities.

The planned spending in 2024–25 comprises \$5.3 million in funding for critical operational requirements. The NFB has been granted such funding for the past four fiscal years: \$5.1 million in 2021–22 and \$5.3 million in 2022–23, in 2023–24 and in 2024–25.

Spending levels increased in 2024–25, mainly because of salary indexation and retroactive payments following the signing of collective agreements. The salary indexation and retroactive payments for the increase in executives' salaries were included in 2022–23.

The spending level is adjusted annually based on the reimbursement of the NFB's revolving fund. The repayment of the revolving fund for investments made in 2019–20 will be completed in 2024–25. The amount has been provided through a frozen allotment over four years: \$1.7 million in 2021–22, \$1.5 million in 2022–23 and \$0.6 million in 2023–24 and in 2024–25. These investments were made as part of an initiative to update technological equipment used in audiovisual production, as well as to relocate and modernize the NFB's digitization and conservation facilities.

It is also important to note that the NFB's annual reference level has been reduced by \$1.2 million for the repayment of funds advanced for the relocation of the head office in Montreal. This reduction, which began in 2020–21, is planned for a period of 12 years ending in 2031–32, for a total repayment amount of \$14.4 million.

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

Table 13 Planned three-year spending on core responsibilities and internal services (dollars)

Table 13 presents how much money the NFB plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Main voted authorities			
Audiovisual Programming and Production	37,920,032	38,005,560	38,005,560
Content Accessibility and Audience Engagement	22,961,618	23,065,621	23,065,621
Subtotal	60,881,650	61,071,181	61,071,181
Internal services	12,391,238	12,442,555	12,442,555
Total	73,272,888	73,513,736	73,513,736
Revolving fund authority			
Audiovisual Programming and Production	0	0	0
Content Accessibility and Audience Engagement	0	0	0
Subtotal	0	0	0
Internal services	0	0	0
Total	0	0	0
Total authorities			
Audiovisual Programming and Production	37,920,032	38,005,560	38,005,560
Content Accessibility and Audience Engagement	22,961,618	23,065,621	23,065,621
Subtotal	60,881,650	61,071,181	61,071,181
Internal services	12,391,238	12,442,555	12,442,555
Total	73,272,888	73,513,736	73,513,736

Analysis of the next three years of spending

The NFB revolving fund authority is available to finance working capital and capital acquisitions and is reimbursed periodically from the Main voted authorities.

The NFB estimates its budgetary spending, as indicated in the Main estimates, at \$73.3 million in 2025–26, subject to parliamentary approval.

The need for drawdowns from the revolving fund to finance investments will be identified based on needs.

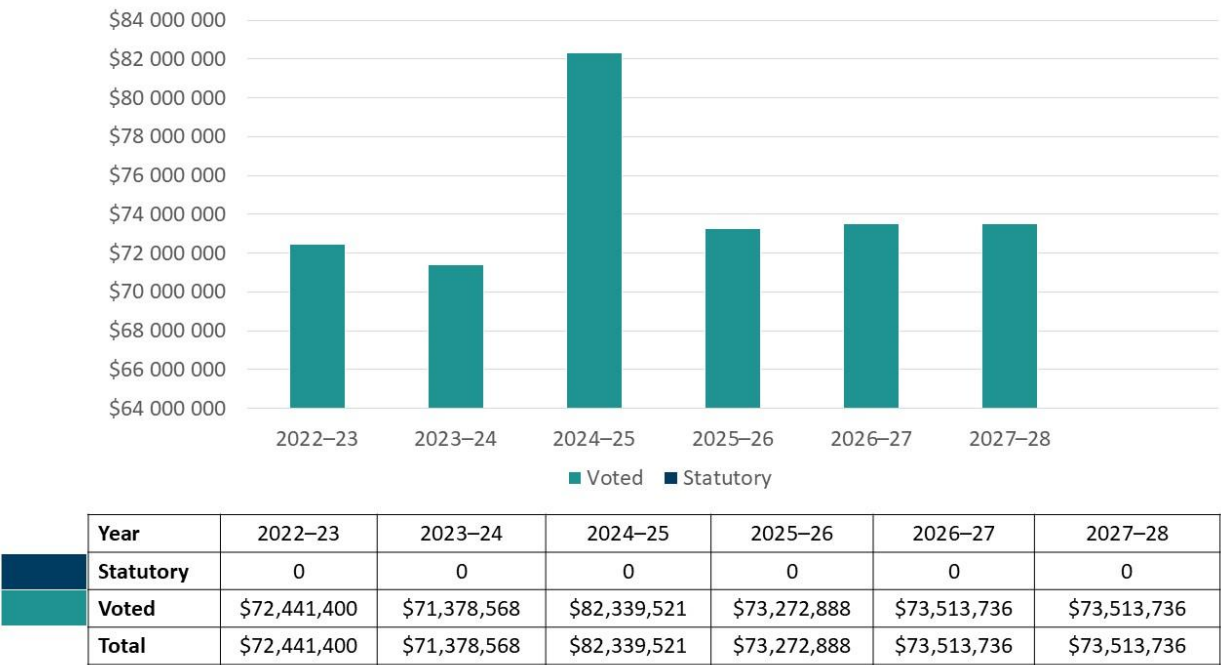
It is also important to note that the NFB’s annual reference level has been reduced by \$1.2 million for the repayment of funds advanced for the relocation of the head office in Montreal. This reduction, which began in 2020–21, is planned for a period of 12 years ending in 2031–32, for a total repayment amount of \$14.4 million.

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 2: Approved funding (statutory and voted) over a six-year period
Graph 2 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2022-23	72,441,400	72,441,400	0
2023-24	71,378,568	71,378,568	0
2024-25	82,339,521	82,339,521	0
2025-26	73,272,888	73,272,888	0
2026-27	73,513,736	73,513,736	0
2027-28	73,513,736	73,513,736	0

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

Planned spending for 2024–25 includes funding of \$5.3 million for critical operational requirements. This same funding has been provided to the NFB for the past several years: \$5.3 million in 2022–23, in 2023–24 and in 2024–25.

Spending levels increased in 2024–25, mainly because of salary indexation and retroactive payments following the signing of collective agreements. The salary indexation and retroactive payments for the increase in executives' salaries were included in 2022–23.

Over the preceding fiscal years, the NFB has received \$14.4 million to fund the relocation of its head office in Montreal. The NFB's annual reference level was reduced by \$1.2 million for 12 years, from 2020–21 to 2031–2032, to repay this funding.

For further information on the NFB's departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

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

Table 14: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)

Table 14 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
Total expenses	84,408,000	80,421,000	(3,987,000)
Total revenues	3,277,000	3,392,000	115,000
Net cost of operations before	81,131,000	77,029,000	(4,102,000)

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
government funding and transfers			

Analysis of forecasted and planned results

Planned operating expenses in 2025–2026 are estimated at \$77,029,000 and are lower than expenses forecast for 2024–2025 (\$81,131,000). This reduction is driven mainly by \$5,298,000 in funding for critical operating requirements that was received in 2024–2025. The results forecast for 2025–2026 include increases for indexing of salaries and the rate of benefits.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on the NFB’s website.

Human resources

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

Table 15: Actual human resources for core responsibilities and internal services

Table 15 shows a summary of human resources, in full-time equivalents, for the NFB’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Audiovisual Programming and Production	151	147	125
Content Accessibility and Audience Engagement	159	160	152
Subtotal	310	307	277
Internal services	71	77	75
Total	381	384	352

Analysis of human resources over the last three years

The level of human resources was reduced in 2024–25.

The NFB has begun to modernize its organization by streamlining its internal processes and developing the business-intelligence tools that it needs to be agile and high performing.

The funds freed up by streamlining work structures will be reinvested in production projects and programming, which are at the heart of the NFB’s mandate.

Table 16: Human resources planning summary for core responsibilities and internal services

Table 16 shows information on human resources, in full-time equivalents, for each of the NFB’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Audiovisual Programming and Production	125	125	125
Content Accessibility and Audience Engagement	152	152	152
Subtotal	277	277	277
Internal services	75	75	75
Total	352	352	352

Analysis of human resources for the next three years

The NFB will continue to optimize its new structure so that it can evolve with the modernization of the Canadian audiovisual landscape.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Steven Guilbeault, P.C., M.P., Minister of Canadian Identity and Culture and Minister responsible for Official Languages

Institutional head: Suzanne Guèvremont, Government Film Commissioner and Chairperson of the National Film Board

Ministerial portfolio: Canadian Heritage

Enabling instrument(s): [National Film Act](#), R.S.C., c. N-8

Year of incorporation / commencement: 1939

Other: The NFB Board of Trustees is composed of eight members: the Government Film Commissioner, who acts as the Board's chairperson, the Executive Director of Telefilm Canada (ex-officio member) and six other members appointed by the Governor in Council. With the exception of the Commissioner and Executive Director of Telefilm Canada, Board members serve three-year terms. The Board's primary role is to define the NFB's broad strategic directions and monitor its results. It approves its strategic plans and budgets, among other items.

Departmental contact information

Mailing address:

National Film Board of Canada
1501 De Bleury Street
Montreal, QC
Canada H3A 0H3

Telephone: 1-800-267-7710

Email: reports@onf-nfb.qc.ca

Website(s):

www.nfb.ca

www.canada.ca/en/national-film-board.html

Social Media:

www.facebook.com/nfb.ca

www.twitter.com/thenfb/

vimeo.com/thenfb

www.youtube.com/user/nfb

www.instagram.com/onf_nfb/

Supplementary information tables

The following supplementary information table is available on the NFB's website:

- [Gender-based analysis plus](#)

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

Federal tax expenditures

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

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

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

Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 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])

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

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

government priorities (priorités gouvernementales)

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

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

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

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

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

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an 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.