

National Film Board of Canada **2026–27 Departmental Plan**

The Honourable Marc Miller, P.C., M.P.
Minister of Canadian Identity and Culture and
Minister responsible for Official Languages

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National Film Board's 2026-27 Departmental Plan

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At a glance

This departmental plan details National Film Board's (NFB) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as National Film Board's [Vision, mission, raison d'être and operating context](#).

Key priorities

The NFB identified the following key priorities for 2026–27:

- Ensure the Programming Framework is consistently and effectively applied to deliver meaningful, trusted stories to Canadians. This means using the framework to shape the NFB's choices, increase its impact and strengthen the public value of the NFB's audiovisual and educational content.
- Increase public awareness and recognition of the NFB by clearly demonstrating how its work strengthens cultural sovereignty, builds trust and contributes to shared national identity. This includes elevating its visibility, communicating its value and ensuring that Canadians see the impact of their public producer.
- Expand the space for new voices and creative talent across the country through initiatives that deepen the relevance of the NFB's storytelling. This includes creative labs, mentorships and production partnership opportunities that bring forward emerging perspectives and strengthen the NFB's capacity to reflect the country.

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 NFB is planning the following spending reductions:

- **2026-27:** \$1,773,370
- **2027-28:** \$2,886,167
- **2028-29:** \$3,331,247

It is anticipated that these spending reductions will involve a decrease of fewer than 20 full-time equivalents by 2028-29.

The NFB will achieve these reductions by doing the following:

- Reduction and realignment of the core programs

The figures in this departmental plan reflect these reductions.

Highlights for the National Film Board in 2026-27

The following are the priority initiatives that the NFB will pursue in 2026–27.

- Expand the space accorded to new voices by developing audiovisual storytelling labs and mentoring initiatives to explore new creative approaches.
- Increase the NFB’s visibility and reach among Canadians across the country through a new national campaign.
- Stimulate teachers’ engagement with the NFB and its works by launching new teaching tools.

In 2026-27, total planned spending (including internal services) for the NFB is \$72,476,403 and total planned full-time equivalent staff (including internal services) is 352.

Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main area of activity, called “core responsibility.”

Core responsibility: Interpret Canada to Canadians and Other Nations

2026–27 will mark the second year of the implementation of the NFB’s three-year strategic plan (2025–28). In this context, the NFB will continue to fulfill its public-service mandate by producing and distributing original, innovative audiovisual works. Here are the key results that the NFB plans to achieve.

- Increase the showcasing of Canadian creativity and perspectives to audiences in Canada and abroad.

- Support the creation of original, socially relevant audiovisual works that reflect Canada's regional, linguistic and cultural diversity.
- Foster audience engagement and actively contribute to public dialogue and democratic life.
- Ensure the preservation, sustainability and accessibility of Canada's audiovisual heritage for current and future generations.
- Enhance learning, critical thinking and understanding of social, cultural and democratic issues among young people throughout Canada.

Planned spending: \$72,476,403

Planned human resources: 352

More information about [Interpret Canada to Canadians and Other Nations](#) be found in the full plan.

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.

From the Minister

The organizations in the Canadian Heritage portfolio, including the National Film Board (NFB), play a major role in the lives of Canadians. Together, they help preserve and showcase our heritage, encourage innovation, promote diversity and advance reconciliation with Indigenous Peoples. In the coming year, these organizations will focus their efforts on fulfilling their mandate amid constant change, marked by new challenges and numerous possibilities.

In a complex, changing media landscape, the NFB's role is more essential than ever. In keeping with its mandate to serve the public, the NFB will continue to offer original, accessible animated and documentary films that reflect the diversity and distinctiveness of Canadian and Indigenous realities and contribute to a vital democracy, social dialogue and the exploration of our collective identity.

Through its production units across Canada, the NFB will remain deeply rooted in the heart of communities and engaged with creators so that they can nurture our culture of creativity and innovation. The NFB will also continue to be a reference destination for educators, helping to equip tomorrow's citizens by stimulating critical thinking among over 4 million students in Canada.

The NFB is focused on the future: it combines creation, distribution, innovation, education and preservation of its unique audiovisual heritage. Over the coming year, it will remain a catalyst for social cohesion, discussion and unity, while placing its heritage at the service of current and future generations.

As Minister of Canadian Identity and Culture and Minister responsible for Official Languages, I'm pleased to invite you to peruse the pages of the 2026-27 Ministerial Plan for the NFB. This document illustrates its role in meeting the priorities of the Government and Canada and strengthening our collective national identity. Happy reading!



The Honourable Marc Miller
P.C., M.P., Minister of Canadian
Identity and Culture and Minister
responsible for Official Languages

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

From the Institutional Head

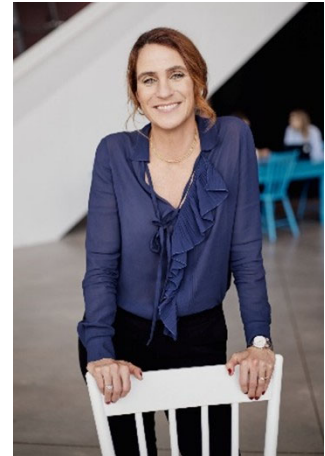
Thanks to the NFB, Canadians have a place where they can see themselves, tell their stories, understand one another and imagine the world of tomorrow. We reflect who they are and we bring them together. Canadian and Indigenous stories have a transformative power that transcends cultural, ethnic, linguistic and regional divides, fostering social cohesion, mutual understanding and respect for differences. These stories inform us and raise our awareness, nurture our empathy and contribute to our definition of Canadian identity.

Through the NFB's Programming Framework, we will continue to offer Canadians relevant, authentic, credible stories rooted in today's Canada. In choosing the audiovisual works that we produce, we are guided by the impact and importance of the stories they will tell, with an emphasis on public, educational and heritage value.

Our central concern is our mandate to serve the public, which translates into a strong commitment to the people of Canada. In fulfilling this mandate, we strive to preserve the creative expression of the artists with whom we work, to protect Canada's cultural sovereignty, to share our research on innovation, and to support Canada as a strong democracy that's open to the world.

The NFB is also expanding the space that we provide for new voices by opening our doors wide to younger generations of creators. We will enable them to explore innovative ways of creating stories that capture the spirit of the times and address the current realities that concern them. Through creative labs, mentoring programs and national and international partnerships, we showcase emerging perspectives that strengthen the NFB's ability to reflect the country.

Lastly, we must continue our efforts to enhance awareness and recognition of the NFB. The NFB must be more visible and recognized by a wider audience for what it is: a landmark institution deeply rooted in and enriched by the formidable range of expertise it has built up over the past eight and a half decades. It's an institution dedicated to preserving Canada's cultural heritage while producing contemporary works that will have a striking impact on Canadians and the rest of the world, both now and in the future.



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

Leading this institution is both an immense privilege and a responsibility that I accept with conviction, alongside talented individuals from across the country. The NFB is a Canadian cultural jewel, our family album and a reflection of our country and our values.

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

Plans to deliver on core responsibility and internal services

Core responsibility and internal services

- [Core responsibility: Interpret Canada to Canadians and Other Nations](#)
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Core responsibility: Interpret Canada to Canadians and Other Nations

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Description

The National Film Board of Canada (NFB) is a federal cultural agency mandated to interpret Canada to Canadians and to the world through the production and distribution of original, innovative audiovisual works. As both a public media producer and a steward of Canada's audiovisual heritage, the NFB plays a central role in shaping our national identity and reflecting the country's diversity and complexity.

The NFB fosters civic dialogue, promotes social cohesion and showcases Canadian creativity and perspectives to global audiences. Its non-commercial mandate allows it to prioritize cultural, historical and social relevance over commercial content, making space for bold, artist-driven storytelling that addresses contemporary issues.

The NFB amplifies regional voices and ensures linguistic and cultural representation through its decentralized, pan-Canadian production network. Its strategic investments in education, innovation and public accessibility, including its free streaming platform and national archive, solidify its place as a cornerstone of Canada's cultural infrastructure.

The NFB fulfills its core responsibility by producing works that connect people, deepen understanding and serve the public good, at home and around the world.

Quality of life impacts

This core responsibility contributes to the Society domain of [Canada's Quality of Life Framework](#) (in particular, to the indicators "Sense of pride in Canada," "Sense of belonging to Canada," "Shared values" and "Sense of belonging to local community") through all of the activities mentioned in the description of this core responsibility. It also contributes to the Good Governance domain and, more specifically, to the indicator "Canada's place in the world," because it includes all the actions the NFB takes so that its productions can be 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 for to make Canada known and understood to the Canadian population and to other nations. Details are presented by departmental result.

Table 1: NFB productions reflect the richness and diversity of Canada's geographic and cultural identities.

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Interpret Canada to Canadians and Other Nations.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of ongoing productions in the Western region	2022-23: N/A 2023-24: N/A 2024-25: N/A	18	March 31, 2027
Number of ongoing productions in the Central region	2022-23: N/A 2023-24: N/A 2024-25: N/A	22	March 31, 2027
Number of ongoing productions in the Eastern region	2022-23: N/A 2023-24: N/A 2024-25: N/A	60	March 31, 2027
Percentage of ongoing productions directed by women	2022-23: N/A 2023-24: 55% 2024-25: 48%	45%	March 31, 2027
Percentage of ongoing productions directed by Indigenous filmmakers	2022-23: N/A 2023-24: 22% 2024-25: 21%	15%	March 31, 2027
Percentage of ongoing productions directed by filmmakers who identified as Black and People of Colour (BPOC)	2022-23: N/A 2023-24: 29% 2024-25: 36%	30%	March 31, 2027

Table 2: The NFB engages the public, both online and in person, in Canada and around the world

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Interpret Canada to Canadians and Other Nations.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Total number of engagements worldwide with NFB content	2022-23: 59,348,229 2023-24: 57,240,612 2024-25: 57,287,709	57,000,000	March 31, 2027

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of Canadians who confirm having watched a National Film Board film in the last year ¹	2022-23: N/A 2023-24: N/A 2024-25: N/A	20%	March 31, 2027

Table 3: NFB film collection and archive are preserved and their longevity and accessibility are assured for future generations

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Interpret Canada to Canadians and Other Nations.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of digitized films in the total collection	2022-23: 76% 2023-24: 80% 2024-25: 82%	83%	March 31, 2027

Table 4: Schools and educators throughout Canada use NFB content for teaching and learning

Table 4 provides a summary of the target and actual results for each indicator associated with the results under Interpret Canada to Canadians and Other Nations.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of visits to NFB educational content	2022-23: N/A 2023-24: N/A 2024-25: N/A	260,000	March 31, 2027

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 to make Canada known and understood to the Canadian population and to other nations in 2026-27.

NFB productions reflect the richness and diversity of Canada's geographic and cultural identities

In 2026–27, the organization's ability to offer the public a national programming that reflects Canada's regional, linguistic and cultural diversity, will be strengthened by the fully integrated programming framework. The NFB will maintain its commitments to gender parity and racial equity

¹ 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 three years, these results are not available.

while providing a space where Indigenous voices can tell their stories in a manner that follows the appropriate protocols.

The following initiatives are designed to expand the reach of the NFB's works and maximize their impact on audiences.

The NFB will encourage the exploration of new formats and untold stories as well as new partnerships. Indeed, the organization plans to enlarge the space allocated to new voices and to creators throughout Canada. The NFB will also foster closer collaboration among its production units on Canada-wide projects, to enhance cohesion among these teams and alignment with the NFB's national programming.

The NFB will accelerate the production and launch of initiatives that will deal with current societal issues and be presented in a variety of formats. The NFB will also deploy narrative creative labs to stimulate innovation in storytelling.

Results we plan to achieve

- Programming that represents a variety of regional, cultural and linguistic perspectives
- Sustained commitment to new voices and new talents in all parts of Canada
- More stories that speak to younger generations and reflect their perspectives and experiences
- Creation and experimentation labs that support the exploration of innovative narrative formats

The NFB engages the public, both online and in person, in Canada and around the world

In 2026–27, the NFB will complete the full integration of its Programming Framework throughout the organization, which will allow it to deploy a strategy for distributing its works that's tightly focused on its audiences. Releases will be planned in a manner that is consistent with the NFB's programming objectives and that takes audiences' interests and viewing habits into account. The programming on nfb.ca/onf.ca will thus be better structured, guided by intentional choices and built around clearly defined target audiences and genre categories. This approach will allow the NFB to build a lasting relationship with the Canadian public.

To reach younger and more diverse audiences—especially those not already familiar with the NFB—the organization will offer its content on partner platforms. The NFB will also create content that complements its works and can be used to attract audiences to new channels and engage with them. These strategies are designed to reach audiences where they are so that they can discover all the richness of the NFB's collection.

The NFB will also continue the work that it has begun to enhance its reputation and reach among Canadians throughout the country. The NFB will launch a new campaign to make the public more aware of the NFB's role.

Results we plan to achieve

- The NFB's digital offerings match the consumption patterns of Canadian audiences.
- The reach of the NFB's works is increased through marketing and distribution strategies that allow them to find a broader audience throughout Canada.

- Audiences can discover the NFB's works more readily through an optimized online presence.
- More Canadians are familiar with the NFB and understand its role.

NFB film collection and archive are preserved and their longevity and accessibility are assured for future generations

To date the NFB has digitized more than 80% of the works in its collection. In 2026–27, the NFB will focus on digitizing films that will be entering the public domain and visual archives that will be made available to the creative community, including the independent film industry. The NFB's teams will also try to anticipate requests, in particular those associated with anniversaries of historic events, in order to better meet the industry's needs. The NFB will use new artificial-intelligence tools to speed up certain steps of selecting and editing content and thereby increase efficiency without increasing the need for new resources.

The NFB will also continue the work that it has begun to preserve the contextual archives (scripts, research documents, correspondence, etc.) associated with its audiovisual collection and ensure their accessibility to target audiences. Lastly, the NFB will continue to share its expertise in preserving and conserving audiovisual heritage, both at conferences and in collaborations with industry partners.

Results we plan to achieve

- The digitization of works continues, and the NFB's collection is enhanced.
- The digitized, restored archives are used in NFB productions and by private companies in the Canadian film industry and independent filmmakers.
- The NFB's heritage contextual archives are preserved, and Canadians have access to them.

Schools and educators throughout Canada use NFB content for teaching and learning

In 2026–27, the NFB will continue to strengthen its relationships with provincial and territorial education ministries and expand the scope of its offerings to teachers in both official languages.

The NFB will intensify its efforts to remain an essential reference for teachers throughout the country. By strengthening its presence on social media, engaging in targeted communications and continuing to participate in industry conferences, the NFB will make its offerings better known and deepen its ties with teaching communities throughout Canada.

New tools will give teachers more flexibility and stimulate their commitment to the NFB and its works.

The NFB has developed a tool that can be used to identify the intersections between NFB works and school curriculums. In 2026–27, teachers will be given access to this tool so that they can incorporate NFB content into their lesson plans more independently and effectively. To meet the needs of new generations of learners and support constantly evolving teaching practices, the NFB will also offer new, intuitive, user-friendly teaching tools based on its works.

Finally, the NFB will launch Reel Lessons, developed from the content of its audiovisual works. These new resources will combine film excerpts and video clips featuring protagonists or experts in activities specially designed for the classroom.

Results we plan to achieve

- The number of visits to the NFB Education site increases and meets teachers’ needs.
- Teachers use the NFB’s new teaching tools in class and incorporate them into their teaching and learning practices.
- The NFB’s works can be discovered more easily and are used more in classrooms thanks to the teaching tools.
- Students throughout Canada have access to educational content adapted to new digital practices.

Gender-based Analysis Plus

The core responsibility “Interpret Canada to Canadians and Other Nations” has many positive impacts on gender parity and diversity. The NFB has made various commitments to promote equitable representation of voices that are marginalized or underrepresented in the Canadian film industry, such as those of women, Indigenous people, filmmakers who identify as Black or as People of Colour, and members of official-language minority communities. To measure these positive impacts, the NFB relies on data from its internal databases (such as those associated with its financial systems) and from its self-identification questionnaire. In 2023, the NFB began inviting the filmmakers, artists and production-crew members with whom it works to complete this questionnaire in order to collect data on their Indigenous, racial and ethnic identity; disability status; gender identity and expression; belonging to the 2SLGBTQI+ community; and belonging to official-language minority communities. During the first two years that this questionnaire was used, nearly 80% of the filmmakers agreed to fill it out, which enabled the NFB to evaluate and report on the effect of its commitments to equity, diversity and inclusion. In 2026–27, the NFB will use these same procedures to measure and report the impacts of its core responsibility on gender and diversity.

Planned resources to achieve results

Table 5: Planned resources to achieve results to interpret Canada to Canadians and Other Nations

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

Resource	Planned
Spending	\$58,636,135
Full-time equivalents	280

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

Program inventory

Interpret Canada to Canadians and Other Nations is supported by the following programs:

- Production;
- Audience Engagement;
- Preservation;
- Education.

Additional information related to the program inventory to interpret Canada to Canadians and Other Nations is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- The core responsibilities “Audiovisual Programming and Production” and “Content Accessibility and Audience Engagement” have been merged into a single responsibility: “Interpret Canada to Canadians and Other Nations.” The main reason for this merger was to directly reflect the NFB’s legislated mandate rather than its operational functions.
- This new structure highlights the NFB’s primary public-service mission and reinforces its unique cultural role in the Canadian audiovisual ecosystem.
- The departmental results have been harmonized with the societal impacts that the NFB is trying to achieve.
- The indicators have been revised to place greater emphasis on tracking of current productions and actual engagement of audiences. This revision is based on best practices regarding identity-based data.
- The NFB has adopted a four-program structure to better reflect the organization’s main activities: Production, Audience Engagement, Conservation and Education.
- Two former programs (“Distribution of works and audience engagement” and “Promotion of works and National Film Board outreach”) have been merged into a single program: “Audience Engagement.” This merger is intended to better reflect the NFB’s efforts to make its works better known and to build ties with audiences.
- The Education program has been added because education is central to the NFB’s public-service mission and the fulfilment of its mandate.
- Updates have been made to replace outmoded terms with a vocabulary that more accurately reflects the NFB’s current activities and can be more readily understood by the public.

Internal services

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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 2026–27, the NFB will continue to implement its three-year strategic plan. Guided by four strategic priorities for increasing the NFB's impact and meeting the changing needs of the Canadian public, this plan is built on core principles that serve as a foundation and guide for all of the NFB's activities.

Below are the main priorities for the NFB's internal services in 2026–27.

Strong governance

The NFB plans to strengthen the governance of its committees by clarifying their mandates and better defining their roles. It will thereby enhance its ability to implement its strategic priorities while grounding its decisions in a shared vision and optimizing its organizational effectiveness.

Starting in 2026–27, the NFB's strategic planning will be fully harmonized with its new Departmental Results Framework (DRF). This new accountability structure provides a clear framework for planning programs, allocating resources and measuring performance in a manner consistent with the NFB's financial and human capacities.

The NFB's Business Intelligence unit will support informed decision making throughout the organization. This unit will ensure a shared understanding of the organization's impact and its key performance indicators.

Regarding compliance, the NFB will implement an updated version of the procurement policy which will govern all activities related to the acquisition of goods and services. In keeping with Treasury Board Secretariat directives, this strategy is designed to ensure that the NFB's processes are equitable and transparent and conform to all legal requirements while also meeting the organization's operational requirements effectively. The NFB will proceed with the implementation of the "Buy Canadian" procurement policy, in accordance with the Government of Canada's directions, and will ensure its consistent application across all of its procurement activities.

A stimulating workplace

In 2026–27, as in past years, the NFB will continue to invest in its staff and provide the resources and training needed to nurture and develop talent.

One of the steps that the NFB will take in this regard will be to support employees who want to pursue individual development plans. These plans provide support and structure for developing the skills and advancing the careers of the organization's staff.

The NFB will also begin offering leadership-development training to employees who want to become managers and to managers who want to develop their abilities. The training for managers will place particular emphasis on developing fundamental management skills, including those related to equity, diversity and inclusion (EDI).

An organization grounded in equity, diversity and respect

Incorporating EDI skills development into leadership development is one of the many actions provided for in the NFB's EDI plan. This plan is now entering its third year of implementation, and its fundamental objective remains the same: to improve employees' sense of psychological safety and feelings of belonging and trust in the organization.

One of the various actions planned for fiscal year 2026–27 will be to add key EDI performance indicators that will apply to all staff. The NFB will also deploy its anti-racism and anti-discrimination policy, which includes a section on anti-Black racism that has been developed in collaboration with the Black Screen Office.

In the coming year, the NFB will be implementing its 2026–28 Accessibility Plan, which is based on concrete actions for the coming years, including practices for recruiting and integrating employees with disabilities, and procurement practices, which will be harmonized with accessibility standards. Two other noteworthy NFB commitments: updating the nfb.ca/onf.ca website so that it meets accessibility standards and providing employees with training to increase inclusion in the workplace.

A commitment to environmental sustainability

In 2026–27, the NFB will publish its third report on the implementation of its 2023–27 Departmental Sustainable Development Strategy. The NFB will also contribute to the development of the 2027–29 Federal Sustainable Development Strategy, in accordance with the schedules set by Environment and Climate Change Canada. The NFB will start creating an information kit on best environmental practices in audiovisual production for its employees and partners. This kit will be designed to provide a better understanding of the environmental footprint of audiovisual-production activities and to encourage the adoption of practices that reduce their environmental impact.

An innovation-focused organization

The NFB is an incubator of ideas: innovation structures its approaches, inspires its initiatives and guides the way it designs and transforms its practices. The NFB Innovation Lab works with the entire organization to give it the tools that will allow it to optimize its efficiency and accelerate the implementation of its 2025–28 Strategic Plan. In this spirit, the Lab will continue to provide support to the NFB's various teams and its priority projects in 2026–27. It will participate in conferences to

share its expertise and communicate the results of its research and other efforts to the audiovisual industry.

Planned resources to achieve results

Table 6: Planned resources to achieve results for internal services this year

Table 6 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$13,840,268
Full-time equivalents	72

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

Planning for contracts awarded to Indigenous businesses

To achieve the mandatory objective of awarding at least 5% of the total value of its contracts to Indigenous businesses, the NFB systematically incorporates this requirement into its annual procurement planning. Starting with the definition of its requirements, the NFB identifies categories of purchases—in particular for professional services, audiovisual production and technical support—in which Indigenous suppliers are present or can be invited to bid. When appropriate, the NFB uses the procurement set-aside mechanisms provided by the Procurement Strategy for Indigenous Business and raises awareness among its teams so that they proactively consider Indigenous suppliers as potential solutions. The NFB is also enhancing its internal tracking tools to accurately measure the contractual value awarded to Indigenous businesses and adjust its practices as needed. Together, these measures are enabling the NFB to make concrete, sustainable progress toward achieving the 5% target set out in Appendix E of the Directive on the Management of Procurement.

Table 7: Percentage of contracts planned and awarded to Indigenous businesses

Table 7 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	5.22%	3.2%	3.41%

Department-wide considerations

- [Related government priorities](#)

Related government priorities

Artificial Intelligence

Over the coming fiscal year, the NFB will work to incorporate artificial intelligence (AI) into certain projects to increase the organization's productivity, optimize its processes, improve its delivery of services and achieve its objectives. The NFB seeks to facilitate the ongoing adoption of new practices and new technologies by the entire organization. Thus, in 2026–27, the NFB's technical teams will pursue the following efforts.

1. Increasing productivity

- In collaboration with the Conservation team, the Innovation Lab will begin deploying AI tools to accelerate cataloguing of audiovisual materials. By automating visual analysis of images and generation of the metadata associated with them, the team will be able to clear a backlog that would otherwise require an increase in resources.
- For the Education program, the Innovation Lab will continue to test an AI tool for identifying and analyzing intersections between the NFB's works and provincial and territorial school curriculums. This tool will help the NFB to effectively target opportunities for offering educational products that meet Canadian teachers' needs while achieving significant gains in productivity.

2. Reducing operating costs

- The Innovation Lab will also work on AI tools that will enhance the NFB's ability to compare production projects in order to optimize decision making about programming. After having examined the NFB's requirements in this area and developed prototypes, the Innovation Lab will move on to testing them in 2026–27. This project will reduce the risks of errors and optimize the programming process.

3. Improving delivery of services

- In 2026–27, the NFB will begin incorporating new functionalities into its free streaming platform, nfb.ca/onf.ca. These will include displaying summaries, thematic and emotional descriptors, and dynamic images of the works streamed from this platform. These functionalities will enable platform users to more quickly and easily choose the films they want to view in accordance with their personal preferences. The development of these functionalities has been driven by AI tools.

The NFB will also continue its efforts to ensure transparent, responsible AI management by taking the following steps.

- Training in the safe, effective use of AI: in 2026–27, the NFB will assess the options for providing AI training to all of its employees.

- Implementing change-management strategies for the adoption and use of AI: the NFB's AI Governance committee, which is responsible for supervising the use of AI at the NFB, will continue its regular activities in 2026–27.
- Improving preparation of data to support the use of AI and increase its effectiveness: the NFB will continue to work on its inventory of AI uses and tools, established to ensure transparent, responsible management of this technology.
- Providing access to AI tools, including those used to develop AI solutions (see the first part of this section).
- Developing AI policies and strategies: after having adopted its policy on the responsible use of AI, the NFB will go on to implement it.

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 of planned spending for 2026-27 with actual spending from previous years.

In this section

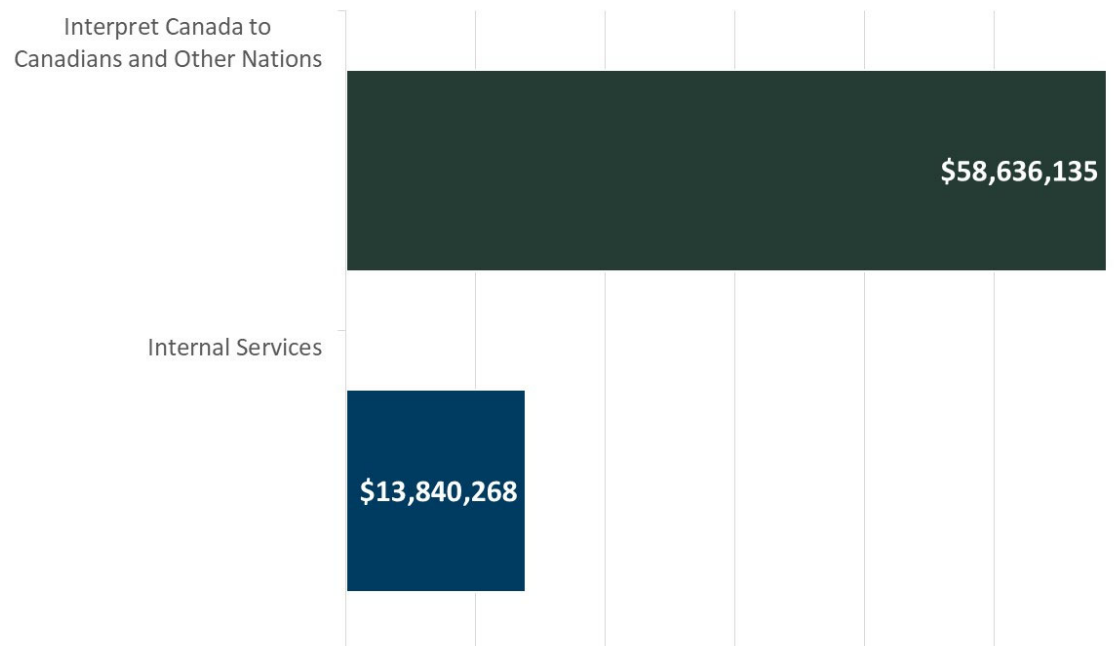
- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

Graph 1: Planned spending for the core responsibility in 2026-27

Graph 1 presents the department's planned spending in 2026-27 for the core responsibility and for internal services.



Text description of Graph 1

Core responsibility and internal services	2026-27 planned spending
Interpret Canada to Canadians and Other Nations	\$58,636,135
Internal services	\$13,840,268

Analysis of planned spending for the core responsibility

The National Film Board’s planned spending for 2026–27 is divided between its core responsibility and its internal services, at \$60.1 million (81%) and \$12.3 million (19%), respectively.

Budgetary performance summary

Table 8: Three-year spending summary for the core responsibility and internal services (dollars)

Table 8 presents the NFB’s spending over the past three years to carry out its core responsibility and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibility and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Main voted authorities			

Core responsibility and Internal services	2023-24 Actual Expenditures	2024-25 Actual Expenditures	2025-26 Forecast Spending
Interpret Canada to Canadians and Other Nations ²	59,442,453	67,443,785	64,545,601
Subtotal (s)	59,442,453	67,443,785	64,545,601
Internal services	11,936,115	14,908,012	13,577,145
Total (s)	71,378,568	82,351,797	78,122,746
Revolving fund authority			
Interpret Canada to Canadians and Other Nations	206,927	43,314	0
Subtotal (s)	206,927	43,314	0
Internal services	21,287	79,884	0
Total (s)	228,214	123,198	0
Total authorities			
Interpret Canada to Canadians and Other Nations	59,649,380	67,487,099	64,545,601
Subtotal (s)	59,649,380	67,487,099	64,545,601
Internal services	11,957,402	14,987,896	13,577,145
Total (s)	71,606,782	82,474,995	78,122,746

Analysis of the past three years of spending

The above table presents information on spending for NFB's core responsibility and for its internal services over the past three fiscal years. The amounts for the current fiscal year are forecast on the basis of spending to date. The NFB revolving fund authority is available to finance working capital and capital acquisitions and is reimbursed periodically from the Main voted authorities.

Planned spending in 2025–26 includes \$4.9 million in funding for critical operational requirements. This funding has been granted to the NFB for the past few years.

The spending level has decreased compared with the previous year, primarily because of retroactive payments for salary revisions in 2024–25.

² Please note that the core responsibility "Interpret Canada to Canadians and Other Nations" under the new Departmental Results Framework (DRF) consolidates the data from the two former core responsibilities, "Audiovisual Programming and Production" and "Content Accessibility and Audience Engagement," from the previous DRF, which concludes in 2025–26.

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

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

Table 9: Planned three-year spending on the core responsibility and internal services (dollars)

Table 9 presents the NFB's planned spending over the next three years for the core responsibility and for internal services.

Core responsibility and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Main voted authorities			
Interpret Canada to Canadians and Other Nations	58,636,135	57,607,897	57,182,191
Subtotal (s)	58,636,135	57,607,897	57,182,191
Internal services	13,840,268	13,759,268	13,752,268
Total (s)	72,476,403	71,367,165	70,934,459
Revolving fund authority			
Interpret Canada to Canadians and Other Nations	0	0	0
Subtotal (s)	0	0	0
Internal services	0	0	0
Total (s)	0	0	0
Total authorities			
Interpret Canada to Canadians and Other Nations	58,636,135	57,607,897	57,182,191
Subtotal (s)	58,636,135	57,607,897	57,182,191
Internal services	13,840,268	13,759,268	13,752,268
Total (s)	72,476,403	71,367,165	70,934,459

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.

Subject to parliamentary approval, the NFB estimates its budgetary spending, as indicated in the Main Estimates, at \$72.5 million in 2026–27. The decrease in funding beginning in 2026–27 reflects the implementation of the comprehensive spending review. The NFB revolving fund authority is available to finance working capital and capital acquisitions and is reimbursed periodically from the Main voted authorities. The need to use the revolving fund to finance investments will be determined on the basis of requirements. The headquarters relocation project took place primarily in 2018–19 and 2019–20, with a funding advance of \$14.4 million, which is scheduled to be fully repaid by 2030–31, at a rate of \$1.2 million per year.

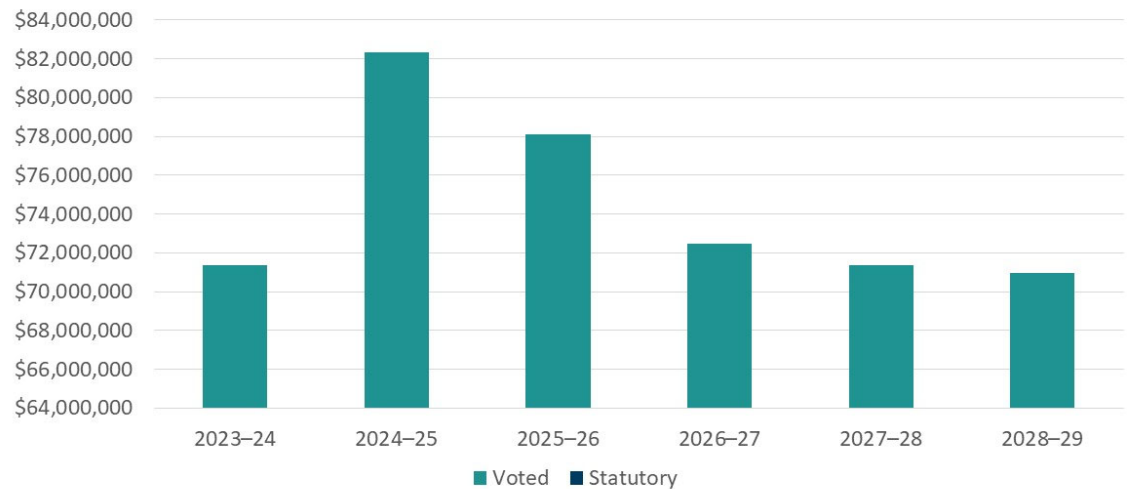
More [detailed financial information on planned spending](#) available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibility 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 2023-24 to 2028-29.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2023-24	71,378,568	71,378,568	0
2024-25	82,351,797	82,351,797	0
2025-26	78,122,746	78,122,746	0
2026-27	72,476,403	72,476,403	0
2027-28	71,367,165	71,367,165	0
2028-29	70,934,459	70,934,459	0

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

Graph 2 does not account for expenditures financed by the NFB's revolving fund. This fund is used to finance working capital and capital asset acquisitions; it is periodically reimbursed through the Main voted authorities presented below.

The spending level increased in 2024–25, primarily because of salary revisions and retroactive payments following the signing of collective agreements. Planned spending in 2025–26 includes \$4.9 million in funding for critical operational requirements. The reduction in funding starting in 2026–27 represents the implementation of the comprehensive spending review, which will total \$3.3 million by 2028–29.

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

Future-oriented condensed statement of operations

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

Table 10: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 10 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	83,281,000	78,754,000	(4,527,000)
Total revenues	3,353,000	2,289,000	(1,064,000)

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Net cost of operations before government funding and transfers	79,928,000	76,465,000	(3,463,000)

Analysis of forecasted and planned results

Planned operating costs for 2026–27 are estimated at \$76,465,000, which is less than the forecast of \$79,928,000 for 2025–26. This reduction is related mainly to the \$4,867,000 in funding for critical operational requirements that was received in 2025–26. Other variances are expected, including an increase in the employee benefit rate and a decrease in distribution and partnership revenues.

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 NFB’s website.

Human resources

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

Table 11: Actual human resources for the core responsibility and internal services

Table 11 shows a summary of human resources, in full-time equivalents, for the NFB’s core responsibility and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on year to date.

Core responsibility and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Interpret Canada to Canadians and Other Nations ³	307	264	281
Subtotal	307	264	281
Internal services	77	78	75
Total	384	342	356

Analysis of human resources over the last three years

Human-resource levels were reduced in 2024–25 following the reorganization initiated in 2023–24, which included closing the interactive studios and streamlining work structures and internal processes. The increase in resources in 2025–26 includes staffing of positions required to deliver the NFB’s mandate. Human resources allocated to internal services remain at a level comparable to the previous year’s.

³ Please note that the core responsibility “Interpret Canada to Canadians and Other Nations” under the new Departmental Results Framework (DRF) consolidates the data from the two former core responsibilities, “Audiovisual Programming and Production” and “Content Accessibility and Audience Engagement,” from the previous DRF, which concludes in 2025–26.

Table 12: Human resources planning summary for the core responsibility and internal services

Table 12 shows information on human resources, in full-time equivalents, for each of the NFB's core responsibility and for its internal services planned for the next three years.

Core responsibility and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Interpret Canada to Canadians and Other Nations	280	280	280
Subtotal	280	280	280
Internal services	72	72	72
Total	352	352	352

Analysis of human resources for the next three years

The NFB plans to stabilize its resource levels to successfully fulfill its mandate of interpreting Canada to Canadians and to other nations.

Supplementary information tables

Non applicable.

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.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Marc Miller, 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/

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 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise 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 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.