

2025-2028

Strategic Plan

Sharing
Our Past

Shaping
Our Future

Stories
for Today



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Shaping Our Future

Stories for Today

↑ Martine Frossard
Hypersensitive, 2025



↑ David Hamelin & Melaina Sheldon
Northlore, 2025



Commissioner's Statement

Canada is a nation built on stories. Stories that echo across generations, unite communities and challenge us to understand who we actually are.

For more than eight decades, the National Film Board has championed creativity, authenticity and our national identity — reflecting the shifting realities of our shared experiences.

But today's reality feels different. Truth itself has become harder to recognize, stories harder to trust. In this moment of uncertainty, the role of inspiring and meaningful storytelling has never mattered more.

Our Strategic Plan for 2025–2028 is about embracing this responsibility. It's about nurturing the next generation of voices, ensuring they stand confidently on the shoulders of those who came before. It's about telling bold, courageous stories that invite Canadians to see, listen, question and connect.

We do this knowing that the stories we choose to tell today will shape our tomorrow. This is our collective call to action — to creators, audiences and communities everywhere — to unlock the possibilities for our future, grounded firmly in the realities we share.

Because in a world searching for clarity and meaning, the NFB remains committed: we will always be here, crafting stories that matter, for a Canada ready to imagine what comes next.



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

↓ Photo: Bénédicte Brocard



The Planning Process

To develop the NFB's 2025–2028 Strategic Plan, we engaged in a comprehensive and multi-faceted process over many months, grounded in collaboration and consultation.

Working with external experts, we began by consulting extensively with a broad range of our key collaborators, including filmmakers, industry partners and cultural organizations, as well as with our Board of Trustees.

We organized multi-day workshops with our senior leadership team, met with staff to complete a live interactive survey and conducted individual interviews to gather feedback on our current challenges and opportunities.

All these consultations were structured to ensure that diverse perspectives were well represented in our planning.

Parallel to consultations, we performed an environmental scan to understand the broader context in which the NFB operates. This involved analyzing industry trends, technological advancements and sociocultural and economic factors that impact the audiovisual sector.

We reviewed relevant reports from major industry bodies such as the CMPA, DOC, CMF, Telefilm, AQPM and others, to make certain that our plan was informed by the latest research.



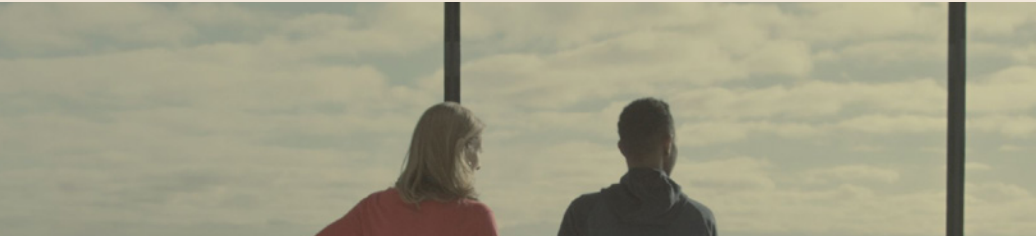
These insights were then integrated with the internal knowledge and expertise of our teams. We held strategy sessions to align our goals and identify any gaps before we prioritized the areas that would have the greatest impact.

The resulting document is a testament to the collective efforts of many and is designed to guide the NFB in fulfilling its mission over the next three years, ensuring that we continue to be a vibrant, creative and dynamic organization far into the future.

The NFB would like to thank everyone who directly or indirectly contributed to the development of this strategic plan.

The NFB Board of Trustees approved and adopted this plan on September 18, 2024.

↓ Michelle Shephard
The Perfect Story, 2021



Our Vision: A Country of Contrasts United through Stories

In a land as vast and varied as Canada, stories bring us together.

The NFB's mission is to harness the transformative power of storytelling to bridge the unique cultural, linguistic and regional divides that exist across our country. We cultivate social cohesion and a shared sense of identity where diversity is central to our heritage and celebrated as our greatest strength.

We embrace the complexities of Canada. We act as a catalyst for connection, making sure that every voice is heard, and every story contributes to the rich distinctiveness of our national narratives and cultural consciousness.

Our vision is a future where stories serve as a unifying force that illuminates, engages and inspires, empowering communities and enabling creative expression.

Our vision is a country that understands itself and is united in its diversity and difference.



A Country of Contrasts



United through Stories

Our Purpose

The NFB serves a dual purpose in Canadian society. By balancing these two roles, it remains a vital and dynamic institution in the public, cultural and creative sectors.

We promote, preserve and reflect the Canadian sense of self

Who are we? Who were we? Who are we becoming? Our stories engage the mind, enrich the soul and enable people, perspectives and communities to thrive. We are a public service and play a vital role in sustaining a healthy, functioning democracy.

We are a galvanizing force for Canada's creative community

We enable artists to explore creative expression in audiovisual storytelling. We champion and nurture diverse and distinct artistic voices. We drive the evolution of the Canadian filmmaking industry. We are an ongoing source of inspiration and support for generations of media makers.



Our Foundation

Our 2025–2028 Strategic Plan is built upon core ideals that act as a foundation for all our activities. These principles are more than guidelines. They are essential commitments that we strive to uphold in every aspect of our work. They transcend our strategic priorities and deserve special emphasis for their critical role in shaping the future of the NFB.

Organizational Culture

We are committed to fostering a positive workplace where staff feel valued and energized. We provide ongoing support for talent development and achieve our internal commitments to equity, diversity, inclusion and accessibility. We maintain open channels for communication and feedback and promote knowledge sharing and collaboration across our institution. By cultivating an environment of mutual support and trust, we empower our teams to achieve both personal and organizational success.

Environmental, Social and Governance (ESG)

We are unwavering in our commitment to environmental sustainability, social responsibility and strong governance. We are committed to reducing our impact on the planet. We promote a culture of equity, diversity and respect. We maintain open, transparent and ethical management practices. We will continue to adapt our ESG framework to align with evolving best practices and to identify our sustainability and community-impact goals.

Indigenous Narrative Sovereignty

Our commitment to Indigenous filmmaking is steadfast. Upholding the principles of reconciliation and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is fundamental to our mandate, including empowering autonomy in decision making and adhering to appropriate production pathways and protocols. We will continue to create a space where Indigenous stories are told by Indigenous voices, ensuring all narratives are authentically represented and preserved for future generations.

Democratizing Canada

The NFB is a public service dedicated to fostering a more informed and engaged citizenry. We are a trusted source of cultural content that empowers individuals to better understand and participate in the democratic process. We complement the larger audiovisual industry and remain open, accessible and generous with our resources and expertise. We are committed to serving equity-seeking and official-language minority communities. We will continue to preserve and provide free access to a rich collection of films that reflect the diverse perspectives of our country.

Our Four Strategic Priorities

The following priorities will help us nurture new talent, reinforce our creative foundations, elevate our public presence and deepen our connections with audiences and artists. Together, they form a comprehensive roadmap for sustaining the creativity, relevance and impact of the NFB.

↑ Jennifer Abbott
The Magnitude of All Things, 2020

Shape the NFB for Next Generations

1

Goals / Outcomes

- Energized NFB staff and a dynamic new generation of Canadian and Indigenous storytellers who are equipped with the skills, knowledge and support needed to create fresh, impactful work, leading to a richer national audiovisual landscape.
- Enhanced engagement with younger generations and new Canadians, engendering a deeper appreciation of our work and strengthening our position as a vibrant and relevant media-making institution.
- More youthful and modern cultural narratives, resulting in increased visibility of Indigenous and under-represented voices and stories, and cementing the NFB as a leader in promoting diversity and inclusion in the screen industry.



↑ Halima Elkhatabi
Living Together, 2024

New voices. New audiences. A renewed NFB.

Canada's demographic reality compels us to invest in stories and storytellers that reflect the country's youthful diversity and can connect with broad, contemporary and younger audiences.

By opening our doors wide to new talent and exploring new ways of engaging with our audiences, we sustain the creativity and vitality of our organization, aligning our ongoing evolution with the rapidly shifting media landscape.

We will focus on developing narratives that capture the spirit of the present and reflect the realities of modern life; stories that will deepen our impact and resonate in the now, keeping the NFB relevant for Canadian and Indigenous creators, and for today's and tomorrow's audiences.

Foster Our Culture of Creativity and Innovation

Creativity and innovation are the lifeblood of our ongoing evolution.

To drive imaginative storytelling, we must build on our legacy of empowering artists, enabling them to explore new narrative techniques and emerging creative technologies.

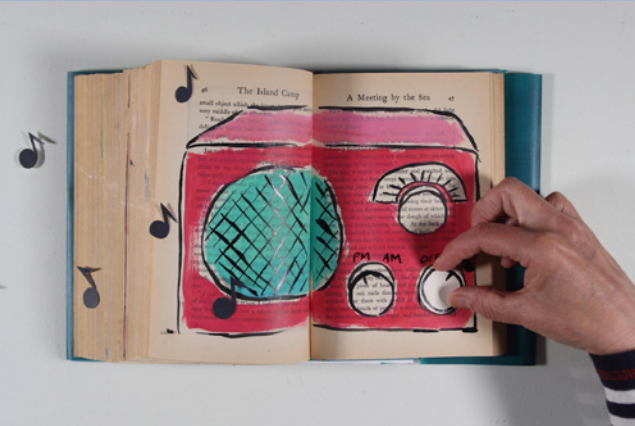
To remain relevant, we must actively adapt to the evolving ways audiences consume and share content, leveraging innovative strategies to enhance and expand our engagement.

Our unyielding commitment to both creativity and innovation will continue to position us at the forefront of our rapidly evolving sector and equip our collaborators, and our staff, with the skills and resources they need to thrive in the future.

2

Goals / Outcomes

- Filmmakers, storytellers and artists inspired and empowered to contribute to Canadian and Indigenous culture with bold, boundary-pushing works.
- Energized, positive and confident staff, equipped with the knowledge, talent and tools to succeed in the years to come.
- Continued leadership in supporting animation and documentary film-making communities, sharing our resources and the results of our research in ways that contribute to the overall success of our national creative industries.
- A resurgence of archival-based stories, reimagined in innovative ways, that connect the past with the present and inspire future generations.



↑ Andrea Dorfman
How to Be at Home, 2020

Elevate Our Awareness and Esteem

Our brand is strong and respected by those who know it well.

However, many new Canadians and younger digital-first audiences across the country are not yet familiar with the NFB. This gap presents a powerful opportunity to expand our impact and influence within the broader public.

We will leverage this strength for the future and broaden our digital presence, increase our cultural and industry collaborations and make certain our content remains relevant for educators in classrooms.

By focusing on increasing awareness and visibility of the NFB, we cultivate new generations of engaged viewers who will recognize our signature work, champion our purpose and understand how we contribute to the cultural fabric of the country.

3

Goals / Outcomes

- A clearer and more cohesive NFB identity that resonates with diverse publics, resulting in stronger audience loyalty, increased content accessibility and broader social and cultural impact.
- Stronger partnerships that lead to increased industry collaborations and initiatives that amplify our impact across Canadian and Indigenous cultural sectors.
- Elevated public recognition and understanding of our purpose, leading to greater engagement with our work, expanded audience reach and enhanced public support for our initiatives.



↑ Photo: Cindy Boyce

Expand and Understand Our Audiences

4



↑ Janice Nadeau
HARVEY, 2023

Observing, understanding and adapting are key to reaching today’s dynamic audiences.

The constant change in the consumption and distribution of audio-visual content is challenging the entire media industry’s ability to achieve meaningful engagement.

The dominance of foreign streaming platforms, the fragmentation of audiences and the relentless demand for socialized content are reshaping how people engage with stories.

By embracing data-driven insights and tailoring our programming goals to meet the evolving habits of today’s media consumers, we will gain a deeper appreciation of our audiences and ensure that our stories resonate widely with the public.

Goals / Outcomes

- A more intimate and concrete connection to our audiences, driven by an informed understanding of who they are and how they live their lives.
- Improved ability to produce original and evocative stories that resonate on a personal level with the public we serve. A contemporary collection of inclusive programming that reflects and celebrates the full spectrum of Canadian diversity.
- A younger and more diverse NFB audience with a meaningful and lasting connection to the NFB in the digital space.
- Enhanced public support, higher awareness and greater anticipation for our animation and documentary films; a community of followers who actively share and champion our work.

Our Values

The NFB must uphold the federal public service values of respect for democracy, respect for people, integrity, stewardship and excellence.

The NFB also supports additional, overlapping organizational values with the belief that they act as a compass to guide our actions as a non-partisan public institution, engaging with the cultures of our country with humility and a sense of adventure.

Respect
Respect is the foundation of our creativity. By respecting diverse artistic visions and unique perspectives, we create a culture that celebrates collaboration and understanding.

Diversity
Diversity is our strength, in our productions and our organization. We celebrate diversity by ensuring that we reflect the many facets of Canadian identity in all its vibrant forms.

Generosity
Generosity fuels our mission. We share resources and opportunities to empower our colleagues and creative collaborators, building an inclusive creative community.

Integrity
Integrity guides us in creating a legacy of authenticity and truth. We ensure that our work is rooted in honesty, transparency and a commitment to excellence.

Courage and Empowerment
Courage drives us to push boundaries and to explore new frontiers. Empowerment is at the core of our work as collaborators, as we uplift each other and take steps together.



↑ Diane Obomsawin
I Like Girls, 2016

Accountability and Implementation

This plan sets the direction of the NFB for a period of 1,095 days and beyond.

Given the rapidly changing media and cultural sectors in which the NFB operates, we believe a three-year timeframe strikes an appropriate balance between ambition and flexibility. It allows room to achieve meaningful goals, yet it's short enough to remain adaptable to changes in the industry, technology and societal trends.

Beginning on April 1, 2025, the NFB will execute on its yearly operational action plan, which will detail a clear roadmap outlining the tangible steps the NFB will take towards the broader goals outlined in this strategic plan. The action plan will include timelines for launching new initiatives, detailed roles and responsibilities, and clear targets and metrics for evaluating success.

In addition to the operational action plans, the NFB must also deliver Departmental Plans that are tabled in the House of Commons each year.

The Departmental Plan outlines the NFB's targets, priorities, plans and associated costs for the upcoming three fiscal years.

Each year the NFB must also submit a Departmental Results Report that provides an account of actual accomplishments against plans, priorities and expected results set out in the associated Departmental Plan.

Scan to view NFB
Departmental
Plans.



Scan to view NFB
Departmental
Results Reports.



↓ Em Yue
Elaine Is Almost, 2021



↑ Alanis Obomsawin
Bill Reid Remembers, 2022

A few images...

85 years of storytelling

Photo Credits

Cover

Patricia Watson
The Invention of the Adolescent, 1967

Credits for page 7

Kristin Catherwood
Ride, 2017

Claude Jutra
Mon oncle Antoine, 1971

Marie Clements
The Road Forward, 2017

Denys Arcand
Comfort and Indifference, 1981

Cynthia Scott
The Company of Strangers, 1990

Chris Landreth
Ryan, 2004

Alanis Obomsawin
Kanehsatake: 270 Years of Resistance, 1993

Arthur Lipsett
Very Nice, Very Nice, 1961

Torill Kove
The Danish Poet, 2006

Gentille M. Assih
Into the Light, 2020

Sarah Polley
Stories We Tell, 2012

Pierre Perrault & Michel Brault
Pour la suite du monde, 1962

Kjell Boersma & Thao Lam
Boat People, 2023

Norman McLaren
Neighbours, 1952

Daniel Léger
A Sunday at 105, 2007

John Weldon & Eunice Macaulay
Special Delivery, 1978



