



Natural Resources
Canada

Ressources naturelles
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Natural Resource Canada's 2024-25 Departmental results report

Canada

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Natural Resource Canada's 2024-25 Departmental results report

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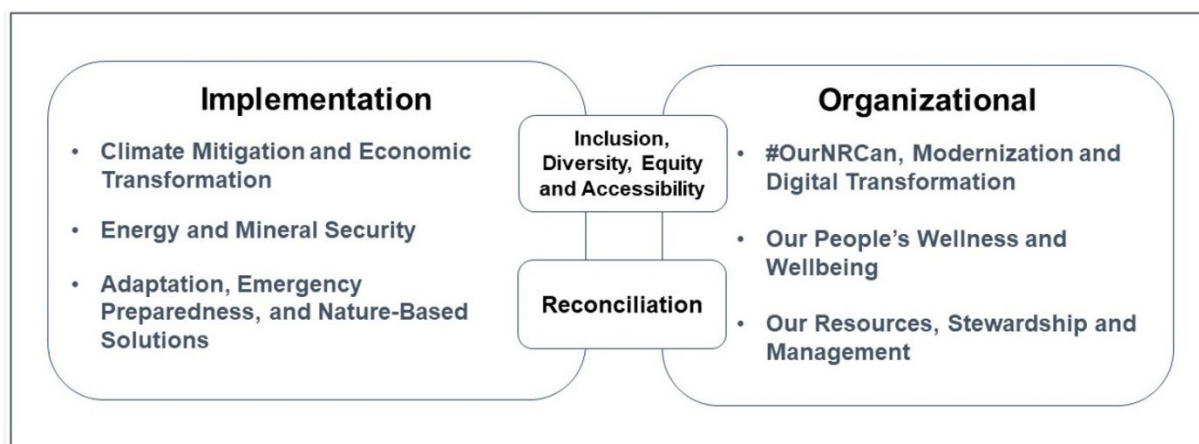
At a glance

This Departmental Results Report details Natural Resources Canada's actual accomplishments against the plans, priorities and expected results outlined in its [2024-25 Departmental Plan](#).

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

Key priorities

Natural Resources Canada (NRCan) identified the following key priorities for 2024-25:



Text version of Figure 1

NRCan's Implementation Priorities focused on leveraging Canada's natural resources to drive sustainable economic growth. These priorities reflect the Department's broad mandate—spanning clean energy and mineral security, adaptation measures, nature-based solutions, protecting Canadians from hazards, and enhancing the global and domestic competitiveness of Canada's natural resource sectors.

In the current economic context, competitiveness increasingly depends on market diversification, advancement of major projects, and strengthened internal trade. To attract investments in key sectors and expand the markets for Canada's energy, critical minerals, and forest products, NRCan supported the development and implementation of investments tax credits, led a suite of forest, critical minerals and energy competitive research and programs and engaged with international partners in Europe, Asia, the Indo-Pacific, emerging markets and through platforms such as the [G7](#), [G20](#), and [ASEAN](#). In-region presence was expanded to ensure direct connection with international partners in government and industry.

Domestically, the Department strengthened initiatives like the [Regional Energy and Resource Tables](#) and improved federal-provincial-territorial collaboration, with a focus on how to best work together to advance economic opportunities in energy and resource sectors. This included working to develop strong partnerships with provinces, territories, Indigenous communities, and industry proponents.

The Organizational Priorities focused on modernizing and transforming how NRCan delivers its business and supports its employees. Reconciliation with Indigenous peoples and Inclusion, Diversity, Equity and Accessibility (IDEA) were horizontal priorities that the Department embedded in the design and delivery of its policies and programs.

Highlights for Natural Resources Canada in 2024-25

- Total actual spending (including internal services): \$4,419,629,197
- Total full-time equivalent staff (including internal services): 5,887

For complete information on Natural Resources Canada's total spending and human resources, read the [Spending and human resources section](#) of its full Departmental results report.

Summary of results

The following provides a summary of the results the Department achieved in 2024-25 under its main areas of activity, called "core responsibilities."

Core responsibility 1: Natural Resource Science and Risk Mitigation
Core responsibility 2: Innovative and Sustainable Natural Resources Development
Core responsibility 3: Globally Competitive Natural Resource Sectors

From the Minister

As Canada's Minister of Energy and Natural Resources, I am proud to present the 2024-25 Departmental Results Report — a reflection of the progress made under the leadership of my predecessor, the Honourable Jonathan Wilkinson, and thanks to the commitment of Natural Resources Canada (NRCan) staff and strong partnerships with Indigenous communities, provinces, territories and industry.

In 2024-25, transformative U.S. trade actions dramatically changed the landscape for Canada's resource industries, and NRCan played a central role in advancing the country's response. The department led key initiatives in energy, critical minerals and technology, leveraging Canadian expertise and our strong energy and natural resource sectors to bolster economic security, sovereignty and resilience.

For Canada, these changes also presented opportunities, as our country moved to position itself as a leader in a new world order. From energy to minerals to forestry, NRCan responsibly and sustainably empowered the production of the resources the world needs.

Navigating today's uncertain international trade waters means building major projects, an area where NRCan has long played a leading role. One example featured in this report is the pivotal role the department played in the

Government's decision to contribute \$200 million to the Cedar LNG project through the Strategic Response Fund. This investment enabled the development of Canada's largest Indigenous majority-owned infrastructure project, which will produce low-carbon LNG by using renewable hydroelectricity to liquify natural gas for export overseas to our allies in Asia.

Beyond that, major projects were also a focus of the Critical Minerals Infrastructure Fund in 2024–25. NRCan announced over \$300 million in funding to unlock high-potential mining regions and advance infrastructure that will make developing our resources possible. This includes the development of initiatives like roads and transmission lines that connect remote deposits to markets, while supporting Indigenous partnerships and regional economic development.

To enable these projects, and increase our ability to evaluate and assess them, NRCan scientists were hard at work across the country, as well as at both poles of the Earth. They led expeditions to Antarctica to examine the region's response to climate change, while continuing to take a leadership role in scientific work in Canada's North. From the bottom of the Arctic Ocean, where our NRCan team mapped the ocean floor and reinforced our country's sovereignty, to the heights of the stars, as they leveraged our geoscience and satellite information, science continues to be at the core of our department's work.

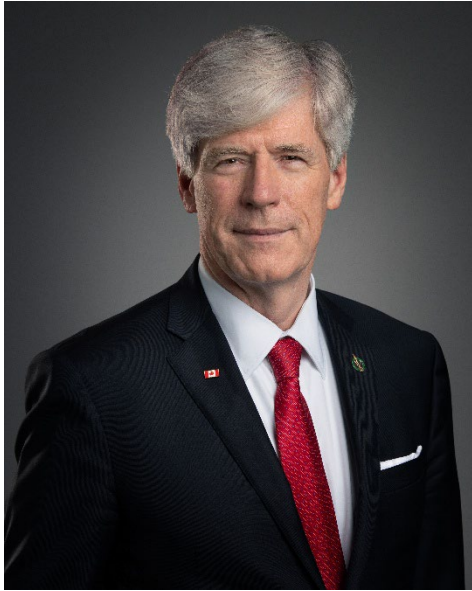
The work of NRCan's world-leading scientists also extended to emergency response where, in another historic wildfire season, our scientists lent their expertise to fortify community preparedness, forest resilience and climate adaptation across the country.

The department's work on so many fronts — whether it was environmental assessment, emergency management, critical minerals, energy infrastructure, nuclear innovation or capturing carbon — is crucial to securing Canada's future in a rapidly changing global environment and laying the foundation for Canada's continued prosperity.

By supporting Indigenous economic partnerships, new jobs, clean energy investments and expanded global trade, NRCan will continue to grow our economy, deliver sustainable, low-carbon solutions and create jobs across the country.

Thank you to everyone at NRCan and our partners for your vision and dedication to a more sustainable, inclusive and resilient Canada.

The Honourable Tim Hodgson, P.C., M.P.
Minister of Energy and Natural Resources



Results – what we achieved

Core responsibilities and internal services

- [Core responsibility 1: Natural Resource Science and Risk Mitigation](#)
- [Core responsibility 2: Innovative and Sustainable Natural Resources Development](#)
- [Core responsibility 3: Globally Competitive Natural Resource Sectors](#)
- [Internal services](#)

Core responsibility 1: Natural Resource Science and Risk Mitigation

In this section

Description

Lead foundational science and share expertise for managing Canada's natural resources, reducing the impacts of climate change and mitigating risks from natural disasters and explosives.

Quality of life impacts

This core responsibility contributed to the **Environment domain** of the [Quality of Life Framework for Canada](#), through all of the activities mentioned in the core responsibility description.

NRCan contributed to the **Climate change adaptation indicator** from the Quality of Life Framework by supporting Canada's National Adaptation Strategy to increase climate change resiliency in natural resources sectors and communities.

Additionally, NRCan contributed to the **Natural disasters and emergencies indicator** in the Framework by providing information and data to decision makers to understand and reduce hazards and risk (for example, satellite imagery and near real-time mapping information will enable responses to flooding and other natural disasters.)

Progress on results

This section details the Department's performance against its targets for each Departmental result under Core responsibility 1: Natural Resource Science and Risk Mitigation

Table 1: Canadians have access to cutting-edge research to inform decisions on the management of natural resources

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Canadians have access to cutting-edge research to inform decisions on the management of natural resources in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Number of times scientific products related to natural resources are accessed by Canadians	At least 320,000	March 31, 2025	2022–23: 327,180 Footnote1 2023–24: 603,558 Footnote2 2024–25: 420,260 Footnote3

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Percentage of environmental impact assessments demonstrating use of scientific and technical advice provided by NRCan	100%	March 31, 2025	2022–23: 100% 2023–24: 100% 2024–25: 100%
Percentage of science publications authored by NRCan available on Open Access	50% (SCOPUS data source) 100% (NRCan Open institutional repository date source)	March 31, 2024 (SCOPUS data source) ^{Footnote4} March 31, 2025 (NRCan Open institutional repository date source)	2022–23: Not available 2023–24: Target 1: 58% Target 2: Not Applicable ^{Footnote5} 2024–25: Target 1: 57% ^{Footnote6} Target 2: 100% ^{Footnote7}
Number of times stakeholders acknowledge using NRCan's scientific and technical products in making their decisions	At least 30,250	March 31, 2025	2022–23: 44,576 2023–24: 42,821 2024–25: 52,129
Number of NRCan agreements	At least 8	March 31, 2025	2022–23: 18 2023–24: 20

Departmental Result Indicator	Target	Date to achieve target	Actual Result
that recognize data and/or information derived from an Indigenous Knowledge source and is used to inform NRCan science and/or research			2024–25: 35
Percentage of foundational geospatial data that is current	At least 80%	March 31, 2025	2022–23: 80% 2023–24: 80% 2024–25: 80%

Table 2: Communities and officials have the tools to safeguard Canadians from natural hazards and explosives

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Communities and officials have the tools to safeguard Canadians from natural hazards and explosives in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Percentage of hazardous natural events within Canada for which a notification was issued in a timely manner	At least 100%	March 31, 2025	2022–23: 100% 2023–24: 100% 2024–25: 100%
Percentage of emergency geomatics services provided to Canadians in a timely manner to assist during floods	At least 100%	March 31, 2025	2022–23: 100% 2023–24: 100%

Departmental Result Indicator	Target	Date to achieve target	Actual Results
			2024–25: Not applicable Footnote8
Percentage uptime of the Canadian Wildland Fire Information System during the wildfire season	At least 97%	March 31, 2025	2022–23: 99.5% 2023–24: 99.5% 2024–25: 99.9%
Percentage of inspections of explosives sites rated safe Footnote9	At least 70%	March 31, 2025	2022–23: 77% 2023–24: 76% 2024–25: 84%

Table 3: Communities and industries are adapting to climate change

Table 3 shows the target, the date to achieve the target and actual result for each indicator under Communities and industries are adapting to climate change in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Number of times NRCan products and expertise on adaptation are accessed by Canadians	At least 34,000	March 31, 2025	2022–23: 21,841 Footnote10 2023–24: 32,004 Footnote11 2024–25: 21,632 Footnote12
Percentage of Canadian communities and industries that have taken steps to adapt to climate change	At least 65% for communities At least 45% for businesses	March 31, 2027	2022–23: 64% for communities 45% for businesses 2023–24: 64% for communities 45% for businesses

Departmental Result Indicator	Target	Date to achieve target	Actual Results
			2024–25: 64% for communities and 45% for business Footnote 13

The [Results section of the Infographic for Natural Resources Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Natural Resource Science and Risk Mitigation in 2024–25 compared with the planned results set out in Natural Resources Canada’s Departmental Plan for the year.

The results highlight progress made in delivering cutting-edge research, safeguarding Canadians from natural hazards and explosives, and helping communities and industries adapt to climate change. The Department’s work spans geospatial data delivery, hazard monitoring, climate adaptation, and land governance, all contributing to informed decision-making and increased resilience across Canada.

Canadians have access to cutting-edge research to inform decisions on the management of natural resources

Communities and officials have the tools to safeguard Canadians from natural hazards and explosives

Communities and industries are adapting to climate change

Key risks

NRCan faces risks that challenge its ability to lead foundational science and share expertise for managing Canada’s natural resources. These include: keeping up with the rapid pace of science and technological innovation, such as digital transformation and AI applications; responding to more frequent occurrence of natural and human-induced hazards and emergencies; and the increasing impact of climate change on natural resource sectors and the environment.

In response, NRCan has implemented targeted mitigation activities including:

- Collaborating with federal partners and stakeholders to leverage science, innovation, and information-sharing to enhance resilience and mitigate hazards.
- Investing in RD&D projects to promote innovative technologies, while advancing nature-based solutions to respond to pressing environmental challenges.
- Taking steps to protect digital resources, energy infrastructure and critical public safety systems, including deploying automated detection tools, investing in AI, and working to develop a modern Cyber Security Strategy.

Resources required to achieve results

Table 4: Snapshot of resources required for Natural Resource Science and Risk Mitigation

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

Resource	Planned	Actual
Spending	748,201,434	616,951,605
Full-time equivalents	1,465	1,527

[The Finances section of the Infographic for Natural Resources Canada's on GC Infobase page](#) and the [People section of the Infographic for Natural Resources Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

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

Program inventory

Natural Resource Science and Risk Mitigation is supported by the following programs:

- Canadian Geodetic Survey: Spatially Enabling Canada
- Geological Knowledge for Canada's Onshore and Offshore Land
- Core Geospatial Data
- Canada-US International Boundary Treaty
- Canada Lands Survey System
- Geoscience for Sustainable Development of Natural Resources
- Pest Risk Management
- Forest Climate Change
- Climate Change Adaptation
- Explosives Safety and Security
- Geoscience to Keep Canada Safe
- Wildfire Risk Management
- Polar Continental Shelf program

Additional information related to the program inventory for Natural Resource Science and Risk Mitigation is available on the [Results page on GC InfoBase](#).

Core responsibility 2: Innovative and Sustainable Natural Resources Development

In this section

Description

Lead the transformation to a low-carbon economy by improving the environmental performance of Canada's natural resource sectors through innovation and sustainable development and use.

Quality of life impacts

This core responsibility contributed to the **Environment domain** of [Quality of Life Framework for Canada](#), and more specifically, the Ecological integrity and

environmental stewardship subdomain, by leading the transformation to a low-carbon economy.

- NRCan contributed to the **Greenhouse gas emissions** indicator from the Quality of Life Framework by supporting clean technology stakeholders, addressing emerging cleantech needs, and promoting energy efficiency and the responsible use of energy, and economic growth linked to clean technology and innovation.
- Additionally, NRCan oversaw the implementation of measures outlined in Canada's 2030 Emissions Reduction Plan, focusing on incentives, policies, and tools to ensure confidence in investments for innovation and decarbonization.

Progress on results

This section details the Department's performance against its targets for each Departmental result under Core responsibility 2: Innovative and Sustainable Natural Resources Development

Table 5: Natural resource sectors are innovative

Table 5 shows the target, the date to achieve the target and the actual result for each indicator under Natural resource sectors are innovative in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Percentage of NRCan-funded innovation projects that result in new intellectual property, codes, standards or regulations	At least 5%	March 31, 2025	2022-23:100% Footnote15 2023-24:100% Footnote16 2024-25:100% Footnote17
Percentage of innovative forest products and decision tools informed by NRCan research that contribute to the environmental sustainability of Canada's forests	At least 95%	March 31, 2025	2022-23:100% 2023-24:100% 2024-25: 100%

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Percentage of NRCan-funded clean energy innovation projects advancing along the innovation scale Footnote18	At least 50%	March 31, 2025	2022–23: 69% 2023–24: 68% 2024–25: 60%
Percentage of innovative mining technologies developed by NRCan that move towards being ready for commercial use Footnote19	At least 25%	March 31, 2025	2022–23: 80% 2023–24: 96% 2024–25: 10%

Table 6: Clean technologies and energy efficiencies enhance economic performance

Table 6 shows the target, the date to achieve the target and actual result for each indicator under Clean technologies and energy efficiencies enhance economic performance in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Percentage of NRCan-funded clean technology demonstration projects achieving their economic goals	At least 50%	March 31, 2027	2022–23: 52% 2023–24: 52% 2024–25: 52%
Ratio of partner investment to government spending in NRCan-funded energy innovation projects	1:1	March 31, 2025	2022–23: 2.5:1 2023–24: 2.6:1 2024–25: 2.3:1

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Total annual energy savings resulting from adoption of energy efficiency codes, standards and practices	Annual savings of at least 600 petajoules Footnote20 (PJ)	March 31, 2030	2022–23: 99.3 PJ 2023–24: 124.2 PJ 2024–25: 139.7 PJ

Table 7: Canada's Natural Resources are Sustainable

Table 7 shows the target, the date to achieve the target and actual result for each indicator under Canada's Natural Resources are sustainable in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Percentage of Canadian electricity generated from non-GHG emitting sources Footnote21	N/A	N/A	2022–23: 82.4% 2023–24: 82.5% Footnote22 2024–25: 80% Footnote23
Number of renewable energy projects in remote communities and off-grid industrial operations	At least 100	March 1, 2027	2022–23: 27 Footnote24 2023–24: 40 Footnote25 2024–25: 19 Footnote26
Amount of wood	Harvest is less than sustainable supply	March 31, 2025	2022–23: 141.1 million m3 of harvest versus total

Departmental Result Indicator	Target	Date to achieve target	Actual Results
harvested compared to the sustainable supply			wood supply of 215.3 million m3. (SoF 2022 - Data from 2020) 2023–24: 147.3 million m3 of wood was harvested compared to an available wood supply of 215 million m3 in 2021. 2024–25: 129.5 million m3 of wood was harvested compared to an available wood supply of 213.6 million m3 in 2022.
Number of charging and refueling stations under development or completed	Electric Vehicle charging stations = 84,500 Natural gas refueling stations = 22 Hydrogen refueling stations = 45	March 31, 2029 (Electric Vehicle charging stations) March 31, 2024 (Natural gas refueling stations) March 31, 2029 (Hydrogen refueling stations)	2022–23: • Electric Vehicle charging stations = 42,438 • Natural gas refueling stations = 22 • Hydrogen refueling stations = 26 2023–24: • Electric Vehicle charging stations = 42,244 Footnote27 • Natural gas refueling stations = 22

Departmental Result Indicator	Target	Date to achieve target	Actual Results
			- Hydrogen refueling stations = 19 Footnote28 2024–25: - Electric Vehicle charging stations = 54,219 Footnote29 - Natural gas refueling stations = N/A Footnote30 - Hydrogen refueling stations = 13 Footnote31
Reduction in greenhouse gas emissions resulting from NRCan-funded clean technology demonstrations	Clean Growth Program: Between 0.3 - 0.7 megatons (Mt) of direct annual GHG reduction, dependent on projects received, success of projects and on-going operation at full production capacity by March 2026 Energy Innovation Program: Between 4.25 Mt of direct annual GHG reductions and a combined total 10-16 Mt of GHG direct and indirect reductions per year by March 2030	March 2027 (Clean Growth Program) March 2030 (Energy Innovation Program)	2022–23: - Clean Growth Program: 0.2 Mt/year - Energy Innovation Program: 2.6 Mt/year 2023–24: - Clean Growth Program: 0.19 Mt/year - Energy Innovation Program: 2.7 Mt/year 2024–25:

Departmental Result Indicator	Target	Date to achieve target	Actual Results
			- Clean Growth Program: 0.07Mt/year - Energy Innovation Program: 2.7Mt/year
Percentage of NRCan's projects on innovation and sustainable development that engage Indigenous communities, organizations or governments	At least 15%	March 31, 2025	2022–23: 20% 2023–24: 16.20% 2024–25: 18.19%

The [Results section of the Infographic for Natural Resources Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Innovative and Sustainable Natural Resources Development in 2024–25 compared with the planned results set out in Natural Resources Canada's Departmental Plan for the year.

This section highlights achievements across three result areas: innovation in natural resource sectors, enhanced economic performance through clean technologies and energy efficiency, and the sustainability of Canada's natural resources. The Department's efforts reflect a commitment to advancing clean growth, supporting Canada's net-zero transition, and strengthening partnerships across jurisdictions.

Natural resource sectors are innovative

Clean technologies and energy efficiencies enhance economic performance

Canada's Natural Resources are sustainable

Key risks

The Department's ability to lead innovative and sustainable natural resource development, and to position Canada as a leader in clean energy is influenced by factors such as the impacts of a rapidly changing climate; the effectiveness of engagement with external partners and allies; alignment with the work of federal partners; and the ability to successfully navigate varied regulatory regimes across jurisdictions.

To mitigate these risks, NRCan:

- Continued to strengthen internal and external partnerships, collaborating with provinces and territories and Indigenous partners through fora like the annual Energy and Mining Ministers' Conference, the Canadian Council of Forest Ministers, and the Regional Tables to advance clean growth opportunities through coordinated action by identifying shared priorities, working through key issues, and aligning resources, timelines and regulatory and permitting processes.
- Helped navigate evolving relations with close economic partners, ensuring innovation and key program operations continue to support sustainable resource development and use.
- Continued collaboration with government departments to advance federal initiatives aimed at greening the Canadian economy and supporting Canada's 2025 G7 Presidency.
- Provided consistent policy and funding support to enable the development of inclusive, cutting-edge initiatives that drive net-zero transition and climate objectives—creating jobs and paving the way for an equitable, innovative, and sustainable economy.

Resources required to achieve results

Table 8: Snapshot of resources required for Innovative and Sustainable Natural Resources Development

Table 8 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	2,470,316,561	2,292,187,099
Full-time equivalents	2,181	2,342

The [Finances section of the Infographic for Natural Resources Canada on GC Infobase page](#) and the [People section of the Infographic for Natural Resources Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development

Innovation

Program inventory

Innovative and Sustainable Natural Resources Development is supported by the following programs:

- Energy Innovation and Clean Technology
- Green Mining Innovation
- Fibre Solutions
- Sustainable Forest Management
- Cumulative Effects
- Lower Carbon Transportation
- Electricity Resources
- Energy Efficiency

- Energy and Climate Change Policy
- Innovative Geospatial Solutions

Additional information related to the program inventory for Innovative and Sustainable Natural Resources Development is available on the [Results page on GC InfoBase](#).

Core responsibility 3: Globally Competitive Natural Resource Sectors

In this section

Description

Advance and promote market access, inclusiveness and competitiveness for Canada's natural resource sectors, in support of jobs and economic growth

Quality of life impacts

This core responsibility contributed to the **Good governance** and **Environment domains** of the [Quality of Life Framework for Canada](#), and more specifically, the Democracy and institutions, and Ecological integrity and environmental stewardship subdomains, by advancing and promoting market access, inclusiveness and competitiveness for Canada's natural resource sectors.

- NRCan contributed to the **Indigenous self-determination** indicator within the Quality of Life Framework by supporting access to equitable and consistent benefits for Indigenous groups from natural resources development. This included facilitating Indigenous equity ownership in major natural resource projects and increasing the economic participation of Indigenous communities and organizations in the development of natural resource projects. NRCan advocated for Indigenous participation and partnerships, aiming to foster stronger and more economically resilient communities. These efforts aligned with reconciliation priorities and Canada's net-zero objectives.
- NRCan contributed to the **Greenhouse gas emissions** indicator within the Quality of Life Framework. This involved supporting the transition to a net-zero future and aligning with the Canadian Critical Minerals Strategy, which enhanced the resilience of critical minerals supply chains, thereby contributing significantly to global efforts to reduce greenhouse gas emissions.

Progress on results

This section details the Department's performance against its targets for each Departmental result under Core responsibility 3: Globally Competitive Natural Resource Sectors

Table 9: Access to new and priority markets for Canada's natural resources is enhanced

Table 9 shows the target, the date to achieve the target and the actual result for each indicator under Access to new and priority markets for Canada's natural resources is enhanced in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Canada's share of U.S. and global imports of natural resources	26.4% (U.S.) 1.3% (global imports)	March 31, 2025	2022–23: 30.0% (U.S.) 1.5% (global imports) 2023–24: 29.2% (U.S.) 1.5% (global imports) 2024-25: 29.1% (US) 1.8% (global
Increase in value of assets abroad owned by Canadian natural resource companies	At least \$238 billion	September 30, 2025	2022–23: Not available Footnote32 2023–24: Not available Footnote33 2024-25: Not available Footnote34
Number of NRCan international engagements that support the development or expansion of trade and investment in natural resources	At least 40	March 31, 2025	2022-23: 87 2023-24: 91 2024-25: 85

Table 10: Canadians are engaged in the future of the new and inclusive resource economy

Table 10 shows the target, the date to achieve the target and actual result for each indicator under Canadians are engaged in the future of the new and inclusive resource economy in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Number of joint products developed in collaboration with provinces and territories and released to Canadians	At least 12	March 31, 2025	2022-23: 32 2023-24: 26 2024-25: 75 Footnote35
Percentage of NRCan's projects that support participation of Indigenous communities, organizations or governments in Canada's natural resource economy	At least 40%	March 31, 2025	2022-23: 63% 2023-24: 65% 2024-25: 52%

Table 11: Enhanced competitiveness of Canada's natural resource sectors

Table 11 shows the target, the date to achieve the target and actual result for each indicator under Enhanced competitiveness of Canada's natural resource sectors in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Economic value of anticipated natural resource projects supported by analysis and solutions	At least \$54.5 billion	March 31, 2025	2022-23: \$38.9 billion 2023-24: \$51.7 billion 2024-25: \$64.5 billion

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Number of times NRCan's economic and investment data are accessed	At least 500,000	March 31, 2025	2022–23: 491,381 2023–24: 343,696 Footnote36 2024–25: 219,950 Footnote37

The [Results section of the Infographic for Natural Resources Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Globally Competitive Natural Resource Sectors in 2024–25 compared with the planned results set out in Natural Resources Canada's Departmental Plan for the year.

Enhanced competitiveness of Canada's natural resource sectors

Access to new and priority markets for Canada's natural resources is enhanced

Canadians are engaged in the future of the new and inclusive resource economy

Key risks

One of the biggest challenges to Canadian natural resource sectors is the uncertainty surrounding commodity demand and prices, in the context of a global economic slowdown and ongoing geopolitical uncertainty and conflict. Other risks include addressing increasing labour and skills shortages in the natural resources sector, maintaining energy security as well as effectively ensuring inclusiveness within and competitiveness of Canada's natural resources industries through shifting geopolitical dynamics and the evolution of the global economy.

In response, NRCan has implemented mitigation strategies including:

- Proactively navigating and implementing international and domestic regulatory efficiency frameworks to enhance competitiveness.

- Continuing engagements with and integration of domestic partners in the management of Canada's resources with a view to advancing reconciliation with Indigenous peoples and ensuring that all Canadians stand to benefit from Canada's natural wealth.
- Taking steps to further advance Canada's reputation as an attractive economy for sustainable investment and supporting economic recovery through engagement and trade missions with like-minded countries.
- Forming dedicated task forces to monitor ongoing conflict in various regions and providing expert advice to manage relationships.
- Promoting energy security and affordability by preserving critical supply chains and advancing the development and implementation of, efficient clean technologies.
- Modernizing IT systems for the protection of data assets and to reduce vulnerability to cyberattacks.

NRCan continues to focus on ongoing, coordinated, and effective risk management to reliably support Canadian natural resource sectors, promote domestic and international market access, and to secure Canada's position as a leader in sustainable natural resource development.

Resources required to achieve results

Table 12: Snapshot of resources required for Globally Competitive Natural Resource Sectors

Table 12 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	2,110,187,295	1,272,759,815
Full-time equivalents	618	640

The [Finances section of the Infographic for Natural Resources Canada on GC Infobase page](#) and the [People section of the Infographic for Natural Resources Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

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

Program inventory

Globally Competitive Natural Resource Sectors is supported by the following programs:

- Forest Sector Competitiveness
- Provision of Federal Leadership in the Minerals and Metals Sector
- Energy Safety and Security, and Petroleum Resources
- Statutory Offshore Payments
- Indigenous Reconciliation and Regulatory Coordination (Nòkwewashk)
- Youth Employment and Skills Strategy - Science and Technology Internship Program (Green Jobs)

Additional information related to the program inventory for Globally Competitive Natural Resource Sectors is available on the [Results page on GC InfoBase](#).

Internal services

In this section

Description

Internal services refer to the activities and resources that support a Department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management
- Financial Management

- Information Management
- Information Technology
- Real Property
- Materiel
- Acquisitions

Progress on results

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

1) #OurNRCan, Modernization & Digital Transformation

NRCan continued to modernize its workspaces and digital services to support a hybrid work environment and improve service delivery. Key efforts included upgrading physical and digital infrastructure, enhancing user experience through feedback-driven improvements, and aligning with government-wide digital strategies. The Department also strengthened procurement practices and streamlined HR and pay systems.

Hybrid Workspaces

- Hosted 15+ sessions for 2,300 employees to provide a platform for feedback and address key concerns related to hybrid work. A Hybrid Work Toolkit for managers was also launched.
- Improved the digital accommodation process, enhancing efficiency, accessibility employee engagement and well-being. Training and learning events were adapted to shift from virtual only to hybrid meetings. Fully modernized physical workplaces, supporting 90%+ unassigned desk sharing environment in administrative-based office environments, aligned with Public Services and Procurement Canada (PSPC) standards.
- Achieved a reduction in office space use to achieve 11.3 m² per FTE, on target to achieve 9.0 m² per FTE five years ahead of 2034 target.

Digital and HR Transformation

- Implemented the [Government of Canada's Digital Ambition](#) and progressed with a service management program to improve user experience and address user needs. 63% of those services have used client feedback to improve the service, an increase of 41% compared to FY 2021-22.

- Monitored and adjusted network capacity with Shared Services Canada and ensured work offices had modern equipment. Provided IT equipment for onsite concierge service, modernized A/V equipment in collaboration spaces, and leveraged office presence to increase laptops and mobile evergreen replacement.
- Continued to enable new M365 functionalities to improve user-experience of the hybrid model and continued implementation of SharePoint Online.
- Maintained support for the Directive on Digital Talent by using the TBS IT Talent management pool to hire, streamlining procurement for the Accommodation Centre of Expertise (ACE)/Technology Accessibility Centre (TAC), managing training sessions and adopting the GC Workplace Accessibility Passport.
- Reimagined pay, leave and benefits support by providing employees and managers with a clear place to go for pay-related issues, delivered information sessions for employees, and launched a one-on-one support service for those experiencing major life changes.
- Achieved an average of 85% timeliness rate in HR to Pay transactions (target is 80%).

Procurement and Oversight

- Supported procurement and integrated new measures into NRCan's operations, internal controls and Departmental delegations of authority.
- Established a Contract Review Board to oversee transactions and trends, recommendations and/or direction on Departmental contracting requirements, ensuring compliance with regulations and best practices.
- Established annual spending limits for professional services to ensure the department managed and/or reduced spending and worked with OGDs – including TBS' Office of the Comptroller General of Canada and PSPC – to respond to and address instructions to enhance government-wide procurement rules and practices.
- Bolstered NRCan processes and practices to comply with policy instruments, implemented contracting suspensions and terminations transparently and fairly, and responded to all information and document requests (e.g., motions to produce papers).

2) Our People's Wellness and Wellbeing

The Department prioritized employee wellness by promoting mental health and diversity, equity, and inclusion. Initiatives focused on creating a safe, respectful,

and accessible workplace, advancing reconciliation with Indigenous peoples, and supporting diverse communities through targeted programs and training.

Mental Health and Wellbeing

- Supported the NRCan Mental Health and Wellness Strategy 2024-2026 to address key risk factors and promote psychological health, creating a safe and inclusive workplace.
- Implemented security initiatives to support employees' physical and mental well-being, including threat-reporting mechanisms, working alone protocols, and emergency planning that reflects diverse needs.
- Integrated employee physical and mental health into the Department's corporate risk assessment exercise to address issues like discrimination and racism, creating a culture that prioritizes inclusivity.
- Encouraged the Scents in the Workplace Working Group to organize meetings aimed at addressing scent-related concerns.
- Provided access to the **Ombuds Office** as a neutral, confidential resource for resolving conflicts, facilitating communication, and supporting fair outcomes among employees.

Equity and Inclusion

- Conducted bilateral meetings with each Employment Equity Network to identify barriers and discuss mitigation strategies. Provided administrative support to all networks, with continued engagement and dedicated support for the Indigenous Employee Network.
- Developed a comprehensive Positive Space Training program to foster 2SLGBTQIA+ education and allyship.
- Completed an internal audit of Inclusion, Diversity, Equity and Accessibility (IDEA) to improve Departmental implementation and integration of the IDEA principles.
- Completed the Self-Assessment on the Implementation of the Forward Direction of the Call to Action (2024) as per the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion.
- Partnered with TBS to offer a language training pilot for six Black employees, grounded in the GC Action Plan to Support Black Public Servants and the Call to Action.
- Launched a Department-wide Sponsorship Program to support career development and advancement for equity-seeking employees, with an expected first cohort of 5 -8 participants.

- Addressed key management recommendations from the early 2024 Employment Equity Horizontal Audit on the employment of racialized individuals in management and executive roles.
- Completed the Annual Report on the Operation of the Canadian Multiculturalism Act 2023-2024 that highlights how NRCan combats racism, hate and discrimination and promotes multiculturalism.
- Developed and launched the Inclusive Science Self-assessment tool to help scientists set goals and measure progress in integrating IDEA, GBA Plus, and Indigenous knowledge systems into program documents and research practice. NRCan's cabinet documents included a GBA Plus annex identifying programs' barriers and mitigation strategies.
- Created an internal article series called Voices of Science, in support of commitments under NRCan's Charter for Gender Equality, focused on the future of NRCan science from women researchers' point of view.

Reconciliation and Indigenous Engagement

- Delivered a successful calendar of events and cultural competency training at the Circle of Nations, continuing to create new opportunities to learn about Indigenous ways of knowing, doing and being including:
 - 62 distinctions-based, Elder-led teachings, resulting in the participation of 3,925 public servants across federal departments and agencies;
 - 12 unique Indigenous Teachings, including Indigenous language, in-person medicine walk, Métis Culture Teaching, Indigenous connection to Trees, and Reconciliation; and
 - 4 Indigenous Ceremonies, including Sacred Fire Ceremony, Drum Awakening Ceremony, Sharing Circle in recognition of the National Day of Truth and Reconciliation, Potlatch Ceremony and Awakening of the Medicines.
- Launched the Pathways to Reconciliation Action Plan, aligned with the goals of the [Truth and Reconciliation Commission's Calls to Action](#), MMIWG2S+ Calls for Justice, and Many Voices One Mind recommendations. NRCan's Pathways reflects the contributions of nearly 400 employees, wisdom of Elders in residence, and external partners. On National Indigenous Peoples Day approximately 1,000 NRCan officials participated in a hybrid signing of the Pathways to Reconciliation Action Plan by the senior management team.

- Developed the Curriculum on Braiding Diverse Systems of Knowledge, a set of learning resources for NRCan officials involved in Science and Technology activities that involve Indigenous Peoples and territories.
- Revised the Policy on Ethics for Science and Technology Activities Involving Indigenous Peoples and Territories. This policy aims to support NRCan employees in maintaining the highest standards of ethical conduct when conducting science and technologies activities that involve Indigenous peoples or take place on Indigenous territories.
- Developed the Curriculum on Braiding Diverse Systems of Knowledge, a set of learning resources for NRCan officials involved in S&T activities that involve Indigenous Peoples and territories.

Accessibility

- Developed the NRCan Accessibility Action Plan Annual Progress Report, following the lead of the [Accessible Canada Act](#).
- The [Employment Equity and Accessibility Action Plan's](#) 2nd progress report was developed to reflect on successes, identify areas for improvement, and align with emerging public service priorities, including fostering a diverse workforce and an inclusive, accessible, respectful, and supportive work environment.
- Launched the interdepartmental Accessibility in Federal Science Laboratories Community of Practice in collaboration with Terra Canada to discuss science and accessibility.
- Supported the Inclusive Science and Accessible Laboratories pilot to retrofit NRCan labs for people with diverse abilities with the goal of making the Laurentian Forestry Centre lab 100% accessible by 2025-26.

3) Our Resources, Stewardship & Management

In 2024-25, NRCan reinforced governance, cybersecurity, and infrastructure management. Achievements include the revised Values and Ethics Code, enhanced cyber resilience, improved IT oversight, and optimized facility use.

Values and Ethics

- Updated for the first time since 2012 the revised Values and Ethics Code following consultation with employees. Training was provided based on the revised Code and the Code was used in discussions with the Department in town halls, senior leadership meetings, and Departmental agendas.

- Delivered information sessions to tailored audiences, providing tools to model ethical behavior and embed values-based leadership. Employees and managers increased proactive engagement with the Department's Center of Expertise in Values and Ethics (V&E) and added V&E discussions to regular agendas.
- Demonstrated leadership in values and ethics by hosting an interdepartmental panel at the V&E Symposium on advancing science in the public service and organizing a regional science-focused V&E discussion at the Atlantic Forestry Centre.

Cyber Security and Safety

- Updated the Cyber Security Strategy (implementation is ongoing). This strategy equips the Department to effectively manage cyber risks, fortify defenses against cyber-attacks, enhance cyber event detection capabilities, mitigate the impact of security incidents, and foster the growth of cyber security skills, knowledge, and cultural awareness within NRCan.
- Reduced phishing risk through innovative, behaviorally informed cybersecurity initiatives. Real-time simulations and interactive training improved users' ability to recognize and respond to sophisticated phishing attempts.
- Developed and began implementing security measures for NRCan assets, data, and critical operations, while aligning with GC security policy instruments and threat intelligence.
- Strengthened major incident coordination role in Departmental 24/7 IT service and improved oversight management for incidents such as major system crashes, cybersecurity threats, or network outages.
- Centralized enterprise IT governance to enhance the visibility and oversight for IT-related needs and investments to support science and innovation and initiated the realignment of IT resources to bring consistency to IT and cyber security.
- Enabled reporting, protection and enforcement of Crown intellectual property (IP) rights through improvements to lifecycle management of IP assets, such as upgrades to the IP data system.
- Secured a signed agreement with Shared Services Canada for 24/7 support for its Critical Business Application Systems, ensuring better response times to minimize the downtime of critical public safety systems.

Facility Planning

- Supported the completion of the TerraCanada automated laboratory facility at the NRC facility in Mississauga and the NRCan facility at McMaster Innovation Park in Hamilton.
- Co-chaired the DM Oversight Committee In collaboration with Labs Canada and advanced facility planning for the TerraCanada National Capital Area Complex, reducing planned requirements by at least 30% and creating modern lab spaces by NRCan scientists.
- Created a laboratory asset database and lifecycle management framework to track and share internally science asset meta data concerning asset health, operating costs, forward plans and others.
- Reviewed all national property holdings and submitted a comprehensive package to PSPC to support the Federal Public Lands for Housing Initiative. A Memorandum of Understanding was finalized with Canada Lands Company to advance pre-disposal activities on the Booth Street complex in support of high-density residential and affordable housing.

Resources required to achieve results

Table 13: Resources required to achieve results for internal services this year

Table 13 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	222,434,663	237,730,678
Full-time equivalents	1,487	1,378

The [Finances section of the Infographic for Natural Resources Canada on GC Infobase](#) and the [People section of the Infographic for Natural Resources Canada on GC Infobase](#) provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

Natural Resources Canada results for 2024-25:

Table 14: Total value of contracts awarded to Indigenous businesses [Footnote*](#)

As shown in Table 14, Natural Resources Canada awarded 8% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024-25 Results
Total value of contracts awarded to Indigenous businesses Footnote** (A)	\$12,977,032
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	\$159,953,160
Value of exceptions approved by deputy head (C)	NRCan had no deputy head approved exceptions
Proportion of contracts awarded to Indigenous businesses [A / (B–C) × 100]	8%
Table footnotes Footnote * “Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00. Return to footnote*referrer Footnote ** For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines “Indigenous business” as either: • owned and operated by Elders, band and tribal councils • registered in the Indigenous Business Directory • registered on a modern treaty beneficiary business list. Return to footnote**referrer	

For fiscal year 2024-25, NRCan will have awarded an estimated 8% of its procurement budget to Indigenous-owned businesses. In fiscal years 2022-2023 and 2023-2024, NRCan implemented a strategy of tendering multi-year information management and information technology contracts for professional services that were leveraged throughout the Department. Indigenous businesses were successful and were awarded contracts. Given that there are now enough

multi-year contracts to meet the Department's needs, no new multi-year contracts for information management and information technology are planned. As such, the value of anticipated contracts awarded to Indigenous businesses after FY 2023-2024 is expected to return to historic levels, estimated between 5% and 10% of the total procurement budget.

In its 2025-26 Departmental Plan, Natural Resources Canada estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024-25.

Spending and human resources

In this section

Spending

This section presents an overview of the Department's actual and planned expenditures from 2022-23 to 2027-28.

Graph 1: Actual spending by core responsibility in 2024-25

Graph 1 presents how much the Department spent in 2024-25 to carry out core responsibilities and internal services.



Text version of Graph 1

Analysis of actual spending by core responsibility

Natural Resource Science and Risk Mitigation (14%) – provides leadership in foundational science and shares expertise for managing Canada’s natural resources, reducing the impacts of climate change and mitigating risks from natural disasters and explosives. Planned spending within this core responsibility will support programs such as: Growing Canada’s Forests (2 Billion Trees), Fighting and Managing Wildfire in a Changing Climate, Flood Hazard Identification and Mapping, United Nations Commission on Limits of Continental Shelf and many more.

Innovative and Sustainable Natural Resources Development (52%) – provides leadership in the transformation to a low-carbon economy by improving the environmental performance of Canada’s natural resource sectors through innovation and sustainable development and use. Planned spending within this core responsibility will support programs such as: Greener Homes, Oil to Heat Pump Affordability, Smart Renewable Electrification Pathways, Zero Emission Vehicle Infrastructure, Clean Fuels Funds and many more.

Globally Competitive Natural Resource Sectors (29%) – supports the advancement and promotion of market access, inclusiveness and competitiveness for Canada’s natural resource sectors, in support of jobs and economic growth. Also includes statutory payments for offshore petroleum. Planned spending within this core responsibility will support programs such as: Newfoundland Offshore Petroleum Resource Board, Investments in Forest Industry Transformation, Critical Minerals Infrastructure Fund, Forest Innovation, Indigenous Natural Resources Partnership and many more.

Internal services (5%) – supports the abovementioned Departmental mandates, help meets corporate obligations and ensure effective and efficient delivery of programs.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over five years, starting in 2023-24, and by \$4.1 billion annually after that.

As part of meeting this commitment, Natural Resources Canada identified the following spending reductions.

- 2024-25: \$ 58,388,000
- 2025-26: \$ 86,998,000

- 2026-27 and after: \$ 126,157,000

During 2024-25, Natural Resources Canada worked to realize these reductions through the following measures:

- Aligning its grants and contributions programs to ensure Canada's natural resources sectors continue to contribute efficiently to the economy and improve the quality of life for all Canadians by making program adjustments based on scientific data and performance results, achieved outcomes and/or complementary solutions; and
- Reducing spending on consulting, other professional services, and travel, and eligible program spending by leveraging alternative remote solutions, streamlined processes, modernized tools and work environments, and advanced digital transformation to equip the Department in adapting and evolving to meet the needs and expectations of Canadians and the country.

Budgetary performance summary

Table 15: Actual three-year spending on core responsibilities and internal services (dollars)

Table 15 shows the money that Natural Resources Canada spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Natural Resources Science and Risk Mitigation	\$748,201,434	\$742,235,686	• 2022–23: \$350,855,417 • 2023–24: \$452,443,201 • 2024–25: \$616,951,605
Innovative and Sustainable Natural Resources Development	\$2,470,316,561	\$2,731,951,617	• 2022–23: \$1,220,481,467 • 2023–24: \$1,911,951,581

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
			2024–25: \$2,292,187,099
Globally Competitive Natural Resource Sectors	\$2,110,187,295	\$1,362,974,567	2022–23: \$747,770,525 2023–24: \$874,439,244 2024–25: \$1,272,759,815
Subtotal	\$5,328,705,290	\$4,837,161,870	2022–23: \$2,319,107,409 2023–24: \$3,238,834,026 2024–25: \$4,181,898,519
Internal services	\$222,434,663	\$279,738,614	2022–23: \$221,019,352 2023–24: \$227,776,297 2024–25: \$237,730,678
Total	\$5,551,139,953	\$5,116,900,484	2022–23: \$2,540,126,761 2023–24: \$3,466,610,323 2024–25: \$4,419,629,197

Analysis of the past three years of spending

Table 16: Planned three-year spending on core responsibilities and internal services (dollars)

Table 16 shows Natural Resources Canada's planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Natural Resource Science and Risk Mitigation	855,321,641	828,620,374	679,436,872
Innovative and Sustainable Natural Resources Development	2,202,528,619	1,666,971,122	1,242,197,045
Globally Competitive Natural Resource Sectors	1,863,212,231	1,682,099,432	1,660,417,182
Subtotal	4,921,062,491	4,177,690,928	3,582,051,099
Internal services	211,514,900	199,050,006	175,959,122
Total	5,132,577,391	4,376,740,934	3,758,010,221

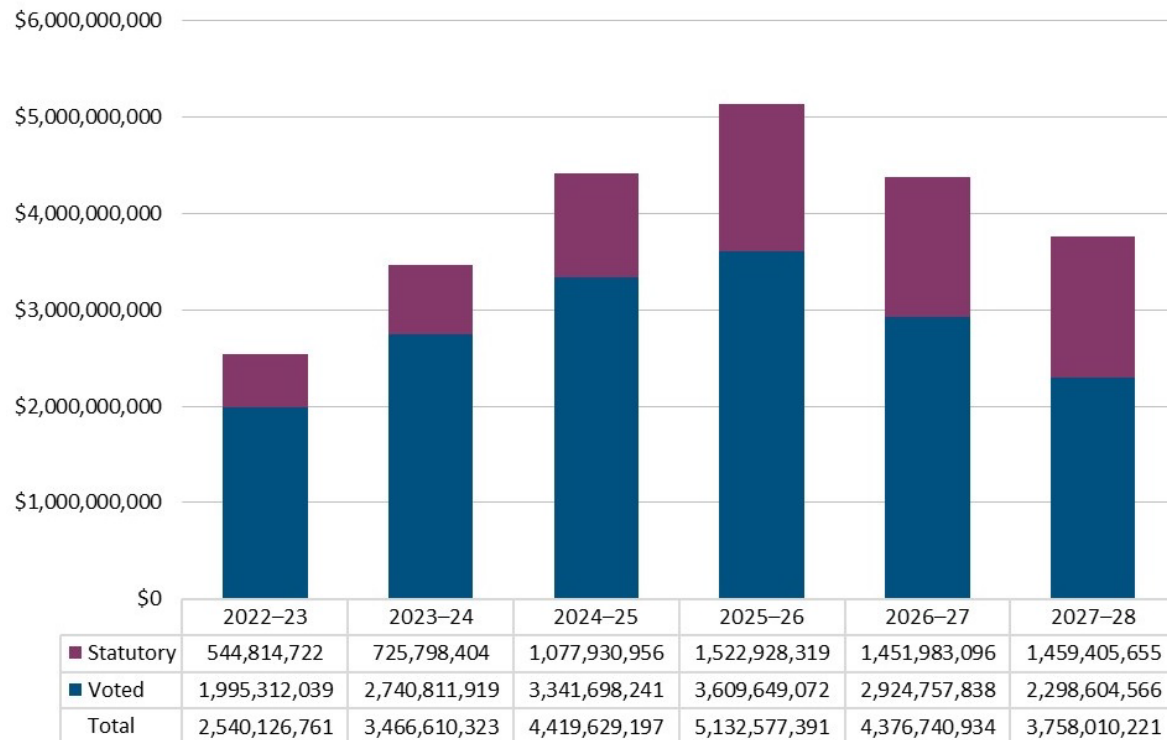
Analysis of the next three years of spending

Funding

This section provides an overview of the Department's voted and statutory funding for its core responsibilities and for internal services. Consult the [Government of Canada budgets and expenditures](#) for further information on funding authorities.

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.



Note: NRCan's program expenditures include salaries, non-salary costs, capital, grants and contributions to deliver programs and statutory items.

Text version of graph 2

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

Financial statement highlights

Please see the [NRCan's consolidated financial statements \(Unaudited\)](#) for the year ended March 31, 2025.

The highlights presented in this section are drawn from the Department's consolidated financial statements.

The consolidated financial statements were prepared using the Department's accounting policies, which are based on Canadian public sector accounting standards resulting in figures that may differ from those provided in other sections of the Departmental Results Report prepared on an expenditure basis. A reconciliation between authorities used on an expenditure basis and the net cost of operations prepared on an accrual basis is set out in Note 3 of the Department's consolidated financial statements.

Table 17: Condensed Consolidated Statement of Operations (unaudited) for the year ended March 31, 2025 (dollars)

Table 17 summarizes the expenses and revenues for 2024–25 which net to the cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2024–25 planned results	Difference (actual results minus planned)
Total expenses	4,403,383,588	5,071,820,419	(668,436,831)
Total net revenues	23,813,507	25,401,604	(1,588,097)
Net cost of operations before government funding and transfers	4,379,570,081	5,046,418,815	(666,848,734)

Analysis of expenses and revenues for 2024-25

Table 18 Condensed Consolidated Statement of Operations (unaudited) for 2023-24 and 2024-25 (dollars)

Table 18 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2023–24 actual results	Difference (2024-25 minus 2023-24)
Total expenses	4,403,383,588	3,493,680,485	909,703,103
Total net revenues	23,813,507	23,886,173	(72,666)
Net cost of operations before government funding and transfers	4,379,570,081	3,469,794,312	909,775,769

Analysis of expenses and revenues for 2024-25

Table 19 Condensed Consolidated Statement of Financial Position (unaudited) as at March 31, 2025 (dollars)

Table 19 provides a brief snapshot of the amounts the Department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Total net liabilities	1,674,375,307	1,321,992,699	352,382,608
Total net financial assets	1,560,511,134	1,207,196,440	353,314,694
Departmental net debt	113,864,173	114,796,259	(932,086)
Total non-financial assets	361,591,496	342,619,330	18,972,166
Departmental net financial position	247,727,323	227,823,071	19,904,252

Analysis of department's liabilities and assets since last fiscal year

Human resources

This section presents an overview of the Department's actual and planned human resources from 2022–23 to 2027–28.

Table 20: Actual human resources for core responsibilities and internal services

Table 20 shows a summary in full-time equivalents of human resources for Natural Resources Canada's core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
Natural Resource Science and Risk Mitigation	1,316	1,430	1,527
Innovative and Sustainable Natural Resources Development	1,986	2,152	2,342
Globally Competitive Natural Resource Sectors	495	613	640
Subtotal	3,797	4,195	4,509
Internal services	1,243	1,304	1,378
Total	5,040	5,499	5,887

Analysis of human resources for the last three years

Table 21: Human resources planning summary for core responsibilities and internal services

Table 21 shows the planned full-time equivalents for each of Natural Resources Canada's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
Natural Resource Science and Risk Mitigation	1,566	1,503	1,472
Innovative and Sustainable Natural Resources Development	2,241	2,026	1,773
Globally Competitive Natural Resource Sectors	689	625	599
Subtotal	4,496	4,154	3,844
Internal services	1,521	1,458	1,284
Total	6,017	5,612	5,128

Analysis of human resources for the next three years

Supplementary information tables

The following [supplementary information tables](#) are available on Natural Resources Canada's website:

- Details on transfer payment programs
- Up-front multi-year funding
- Gender-based Analysis Plus
- Horizontal initiatives
- Response to Parliamentary committees and external audits
- Regulatory and Permitting Efficiency for Clean Growth Projects

Federal 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

Departmental contact information

Definitions

List of terms

Footnotes

Footnote 1

Many factors impact the volume of access to scientific products such as recency of cyclical reports, volume of additional documents, the public reach and audience size, changes in content design and findability.

[Return to footnote1referrer](#)

Footnote 2

The target of 320,000 was established based on historical data and projected needs. However, the actual count of 603,558 was significantly higher, primarily attributed to heightened engagement with the Canadian Wildfire Information System (CWFIS). This year saw increased wildfire activity across the country which led the public to engage with CWFIS on unprecedented levels.

[Return to footnote2referrer](#)

Footnote 3

Many factors impact the volume of interest in the content and documents included in this indicator. Recency of cyclical reports, volume of additional documents, the public reach and audience size, changes in content design and findability amongst other factors impact the overall volume and relative change over time. As this data represents the interactions with content and documents it does not represent the interest in their subject matter.

[Return to footnote3referrer](#)

Footnote 4

Scopus is an extensive abstract and citation database that provides comprehensive coverage of peer-reviewed journals, books, conference abstracts, and patents. Scopus is currently licensed by the NRCan Library

[Return to footnote4referrer](#)

Footnote 5

Target 2 - results will be available in 2025

[Return to footnote5referrer](#)

Footnote 6

Target 1 is based on SCOPUS. While SCOPUS is described as an extensive abstract and citation database, using percentages of open access publications from it is quite inaccurate due to several factors (e.g., scope of the platform, participation rate, duplications, etc.).

[Return to footnote6referrer](#)

Footnote 7

By design, all content available in the OSTR is open access (i.e., 100% by default).

[Return to footnote7referrer](#)

Footnote 8

No floods required activation service in 2024-25. However, Canada's Emergency Geomatics Services remained prepared and equipped to respond

[Return to footnote8referrer](#)

Footnote 9

A 'safe' rating indicates an inspection rated "satisfactory or better". NRCan conducts rigorous and timely follow up on any facility that does not achieve a satisfactory rating.

[Return to footnote9referrer](#)

Footnote 10

Many factors impact the volume of interest in the content and documents included in this indicator. Recency of cyclical reports, volume of additional documents, the public reach and audience size, changes in content design and findability amongst other factors impact the overall volume and relative change over time. As this data represents the interactions with content and documents it does not necessarily represent Canadians' interest in the subject matter.

[Return to footnote10referrer](#)

Footnote 11

A request for updating the underlying URLs was undertaken and the resulting updated list was applied for this report. The volume of additional URLs added to this indicator increased the overall average.

[Return to footnote11referrer](#)

Footnote 12

This indicator is under review given that many factors have a disproportionate impact on the indicator (NRCan website changes, program cycles, etc.) and it does not capture NRCan products on external and partner websites

[Return to footnote12referrer](#)

Footnote 13

Results are based on an Adaptation Public Opinion Research survey conducted every 5 years. The most current survey results are from 2022-23 and updated results expected in 2027-28 following the next round of the survey.

[Return to footnote13referrer](#)

Footnote 14

Urban statistic includes the Federation of Canadian Municipalities' Growing Canada's Community Canopies initiative, which is expected to support approximately 300 communities by 2031.

[Return to footnote14referrer](#)

Footnote 15

Results fluctuate based on program funding cohorts. These results are not typical due to a few outliers that skewed results. In future years NRCan anticipates results to range between 5% to 50% depending on the stage of program funding cohorts.

[Return to footnote15referrer](#)

Footnote 16

Results fluctuate based on program funding cohorts. These results are not typical due to a few outliers that skewed results. In future years NRCan anticipates results to range between 5% to 50% depending on the stage of program funding cohorts.

[Return to footnote16referrer](#)

Footnote 17

Results fluctuate based on program funding cohorts. In future years NRCan anticipates results to range between 5% to 50% depending on the stage of program funding cohorts.

[Return to footnote17referrer](#)

Footnote 18

Results fluctuate based on program funding cohorts.

[Return to footnote18referrer](#)

Footnote 19

This indicator tracks progress on results at the completion of NRCan-funded projects. As many projects are still ongoing, the results do not represent the full program portfolio and serves only as an indication of progress to date. Results fluctuate based on program funding cohorts.

[Return to footnote19referrer](#)

Footnote 20

A petajoule (PJ) is a standard unit of energy. 1 PJ is equivalent to the amount of energy 10,000 homes would use for one year.

[Return to footnote20referrer](#)

Footnote 21

This indicator will be amended for the 2026-27 Departmental Plan.

[Return to footnote21referrer](#)

Footnote 22

The result is based on aggregated microdata on electricity generation from Statistics Canada and NRCan adjusted to reflect solar data. The most recent year for which data is available is 2022.

[Return to footnote22referrer](#)

Footnote 23

The result is based on aggregated microdata on electricity generation from Statistics Canada and NRCan adjusted to reflect solar data. The most recent year for which data is available is 2023.

[Return to footnote23referrer](#)

Footnote 24

This indicator measures the number of completed renewable energy projects in remote communities and off-grid industrial operations in 2022-23.

[Return to footnote24referrer](#)

Footnote 25

To date, the Clean Energy for Rural and Remote Communities (CERRC) program has funded 187 renewable energy project contribution and grant agreements including capacity building, large capital projects, innovation projects, and bioheat projects in remote off-grid and Indigenous communities across Canada. The 187 includes 23 agreements to support projects under the Indigenous Off Diesel Initiative Program and 7 under Indigenous Services Canada's Strategic Partnership Initiative Program. The need and request for low-cost capacity-building projects (compared to high-cost for deployment) were higher than originally expected, thus allowing the program to fund more projects than projected at the design stage. Result for 2023-24 revised to 39.

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Footnote 26

This indicator measures the number of completed renewable energy projects in remote communities and off-grid industrial operations in 2024-25. To date, the Clean Energy for Rural and Remote Communities (CERRC) program has supported 229 renewable energy project contribution and grant agreements including capacity building, large capital projects, innovation projects, and bioheat projects in remote off-grid and Indigenous communities across Canada. The 229 includes 39 agreements to support projects under the Indigenous Off Diesel Initiative and 7

under Indigenous Services Canada's Strategic Partnership Initiative Program. The need and request for low-cost capacity-building projects (compared to high-cost for deployment) were higher than originally expected, thus allowing the program to fund more projects than projected at the design stage.

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Footnote 27

The number of Electric Vehicle charging stations under development or completed decreased from 42,438 in 2022-23 to 42,244 in 2023-24 due to a small number of project proponents that withdrew or were not able to conclude a contribution agreement or to install all planned EV chargers as initially planned.

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Footnote 28

NRCan, through the Electric Vehicle Alternative Fuel Infrastructure Program (EVAFIP) and Zero-Emission Vehicle Infrastructure Program (ZEVIP), has allocated funding for 19 hydrogen stations in 2023-24. This is below the target of 25 hydrogen refueling stations set for 2023-24. The number of hydrogen refueling stations under development or completed also decreased from 26 in 2022-23 to 19 in 2023-24 due to applicants not being able to secure private sector funding in time, limited hydrogen fuel-cell vehicle supply and uptake, as well as viable applications received.

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Footnote 29

NRCan has funded 54,219 EV chargers, with 27,197 currently in operation.

(Note: The Government of Canada has funded 59,719 EV chargers, with 27,243 in operation.)

These cumulative targets and results include chargers supported through the Electric Vehicle and Alternative Fuel Infrastructure Deployment Initiative (EVAFIDI), Zero Emission Vehicle Infrastructure Program (ZEVIP), and the Canada Infrastructure Bank's Charging and Hydrogen Refuelling Infrastructure Initiative.

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Footnote 30

Natural gas refueling stations have no further activity as program authority ended in March 31, 2024.

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Footnote 31

NRCan has funded 13 hydrogen refuelling stations, with 8 currently in operation.

(Note: The Government of Canada has funded 33 hydrogen refuelling stations, with 8 in operation.)

These figures include stations supported through EVAFIDI, ZEVIP, and the Canada Infrastructure Bank's initiatives.

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Footnote 32

Due to methodological and data availability results are not available

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Footnote 33

Due to methodological and data availability results are not available

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Footnote 34

Due to methodological and data availability results are not available.

Due to this recurring issue, this indicator will be retired in 2026-27.

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Footnote 35

Reporting methodology was updated in 2024-25 to more holistically capture relevant products across the department.

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Footnote 36

During fiscal year 2023-24, NRCan's Energy Fact Book was moved and is currently being hosted on Statistics Canada's Canadian Centre for Energy Information site (energy-information.canada.ca).

As a result, some of the URLs that were previously part of this indicator were moved to the new site. Reporting on this indicator is limited to content hosted on NRCan owned websites and therefore the moved content is now out of scope. Steps will be taken to revise the target for this indicator.

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Footnote 37

Many factors impact the volume of interest in the content and documents included in this indicator. Recency of cyclical reports, volume of additional documents, the public reach and audience

size, changes in content design and findability amongst other factors impact the overall volume and relative change over time. As this data represents the interactions with content and documents it does not represent the interest in their subject matter.

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Footnote 38

Final results for FY2024-25 available December 2025.

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