

# Natural Resources Canada's 2026-27 Departmental plan

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## At a glance

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This departmental plan details Natural Resources Canada's priorities, plans, and associated costs for the upcoming three fiscal years.

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

## Key priorities

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**Natural Resources Canada identified the following key priorities for 2026-27:**

1. **Accelerate Major Projects:** Advance nation-building energy and natural resource projects to spur economic growth.
2. **Advance Critical Minerals and Energy Interests:** Maximize critical mineral production and processing, as well as conventional and clean energy development for Canada's economic prosperity and national security.
3. **Diversify Canada's Trade Markets:** Build international relationships to grow energy and natural resources exports in key markets, attract foreign direct investment and transform the forest sector while supplying new markets for Canadian lumber.

## Comprehensive Expenditure Review

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The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, Natural Resources Canada (NRCan) is planning the following spending reductions:

**2026-27:** \$266,428,023

**2027-28:** \$431,717,521

**2028-29:** \$557,871,364

It is anticipated that these spending reductions will involve a decrease of approximately 807 full-time equivalents by 2028-29.

Natural Resources Canada will achieve these reductions by doing the following:

- Recalibrating Government Programs by ending programs as planned given goals have been met, ending programs early to redirect resources towards new government priorities, or renewing programs at reduced levels by refocusing them in areas with the greatest benefit.
- Streamlining Program Delivery by scaling down or phasing out support as programs wind-down or are reduced.
- Modernizing Government Operations, focusing on refined science and policy priorities, optimizing organizational structure and improving operational effectiveness by automating, transforming business processes, and consolidating services.

The figures in this departmental plan reflect these reductions.

## Highlights for Natural Resources Canada in 2026-27

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NRCan's 2026-27 Departmental Plan positions Canada to thrive in a rapidly shifting global landscape. The Government of Canada is focused on advancing its seven Missions, and NRCan is taking bold actions to make this possible. As a science-based department, NRCan's labs and research funding underpin innovation and reliable policy advice in the natural resources and energy sectors. NRCan will strengthen Canada's resource sectors and enhance economic resilience amid geopolitical uncertainty while remaining committed to working with Indigenous rights holders to accelerate nation building projects in a meaningful way that creates prosperity for all communities. To achieve these objectives, the Department will implement key ministerial initiatives focused on critical minerals, electricity, nuclear, forestry, trade diversification, and major projects, including the implementation of the Alberta-Canada Memorandum of Understanding. For example:

- Expanding critical mineral supply chains to support clean technology and energy security through the Critical Minerals Sovereign Fund and related work.
- Advancing Canada's economic competitiveness by driving sectoral transformation – particularly in forestry to help the industry innovate and compete.
- Diversifying trade to more international markets to grow trade with new partners and strengthen competitiveness through a proactive approach to Canada-United States-Mexico Agreement (CUSMA) negotiations, as well as a Trade Diversification Strategy, in collaboration with Global Affairs Canada.

The Department will also support cross-cutting government priorities such as the Defence Industrial Strategy, the Climate Competitiveness Strategy, the Electricity Strategy, and the Automotive Sector Strategy. In addition, NRCan is committed to delivering efficient and effective public services in alignment with the Government's mission to reduce operational spending.

In 2026-27, total planned spending (including internal services) for Natural Resources Canada is \$4,878,808,102 and total planned full-time equivalent staff (including internal services) is 5,401.

## Summary of planned results

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

For complete information on Natural Resources Canada’s total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## From the Minister

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As we enter 2026–27, Canada stands at a pivotal moment.

Global unrest, unjust trade actions, shifting alliances, and rapid technological change have reshaped the world. The old assumptions no longer apply. Canada must act with urgency, ambition, and clarity of purpose.

At Natural Resources Canada, our focus is clear: build, protect, and empower this country for decades to come. We are strengthening economic security, asserting sovereignty, and ensuring Canadians fully benefit from the energy and resources we produce.

Our natural resources form the foundation of Canada’s economic strength and national resilience.

Forestry is part of Canada’s DNA. It is integral to jobs, communities, and housing. It anchors rural and Indigenous communities, supports hundreds of thousands of jobs, and plays a central role in addressing housing affordability. In response to tariffs and shifting global markets, we will stimulate demand for Canadian lumber and engineered wood products, because buying Canadian supports Canadian workers. Working with Build Canada Homes, we will accelerate modern construction methods, including mass timber and modular systems. Through the Canadian Forest Sector Transformation Task Force and a single-window federal service, we will help the sector diversify, innovate, and compete globally.

Critical minerals are equally central to Canada’s economic and national security. They power the technologies of today and tomorrow, from clean energy and electric vehicles to defence systems and carbon management. In 2026–27, NRCan will accelerate secure, vertically integrated supply chains through the Critical Minerals Sovereign Fund and the First and Last Mile Fund. By advancing the Critical Minerals Production Alliance and working closely with partners, we will attract world-class investment, create high-quality jobs, and reinforce Canada’s strategic role in powering the technologies that will drive global prosperity.

As we strengthen the foundation of our supply chains, Canada must also expand where and how our products reach the world. Trade diversification is key to our sovereignty and economic strength. Abroad, Canada will expand engagement with G7, G20, Asia-Pacific, and European partners, while growing exports beyond the United States. At home, we are strengthening the domestic economy through Buy Canadian policies, reducing interprovincial trade barriers, and improving labour mobility. We must be our own best customer at home and trusted partners abroad.

And as we expand the global reach of Canadian products —because Canada has what the world wants — we must also strengthen the energy and resource systems that get them there.

Nation-building projects and energy leadership are our path to a stronger, more resilient Canada. Through the Major Projects Office we will enable Canada to deliver reliable, low-emissions energy to domestic and international markets. This work is anchored in a Climate Competitiveness Strategy that aligns economic growth with emissions reduction and is reinforced through close collaboration with Indigenous partners, provinces and territories, including through the Alberta energy memorandum of understanding.

Electricity fuels modern prosperity. Our electricity systems are the backbone of the Canadian economy. By expanding and modernizing them, we will attract industry, create good jobs for Canadians, secure long-term prosperity for communities, and support the transition to a cleaner energy future. We will advance an electricity strategy to unlock private investment and drive research and innovation in strategic technologies.

Nuclear energy will be central to this long-term competitiveness. Canada's leadership in CANDU technology, small modular reactors, and emerging microreactor applications positions us as a global energy partner of choice. In 2026-27, we will launch a comprehensive nuclear energy strategy, deepen international collaboration, including in fusion research, and ensure Canada remains at the forefront of safe, non-emitting baseload power.

Natural Resources Canada is grounded in the principle that economic growth, energy security, and responsible environmental action go hand in hand. By building clean, reliable, and resilient energy systems, we are securing Canada's prosperity for today and for generations to come, while meeting climate goals in a way that supports jobs, communities, and innovation.

This is a nation-building moment.

Now is the time to act. Now is the time to build.

## **Plans to deliver on core responsibilities and internal services**

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### **Core responsibilities and internal services**

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- [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

### 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.



Geologists from the Geo-mapping for Energy and Minerals (GEM) program under the Multiple Metals Cumberland Peninsula Project examine a 1.86-billion years old mountain-building event on eastern Baffin Island, Nunavut.

### Quality of life impacts

By supporting Canada’s National Adaptation Strategy and providing data to reduce hazards and risks, this Core Responsibility contributes to the Climate change adaptation and Natural disaster and emergencies indicators under the **Environment domain** of the [Quality of Life Framework for Canada](#).

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Natural Resource Science and Risk Mitigation. Details are presented by departmental result.

Table 1: Cutting-edge research informs the management of natural resources

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of environmental impact assessments demonstrating use of scientific and technical advice provided by NRCan	<ul style="list-style-type: none"> <li>• 2022-23: 100%</li> <li>• 2023-24: 100%</li> <li>• 2024-25: 100%</li> </ul>	100%	March 2027

<b>Departmental Result Indicators</b>			
<b>Actual Results</b>			
<b>2026–27 Target</b>			
<b>Date to achieve target</b>			
Number of times stakeholders acknowledge using NRCan’s scientific and technical products in making their decisions	<ul style="list-style-type: none"> <li>• 2022-23: 44,576</li> <li>• 2023-24: 42,821</li> <li>• 2024-25: 52,129</li> </ul>	54,000	March 2027
Number of NRCan agreements that recognize data and/or information derived from an Indigenous Knowledge source and is used to inform NRCan science and/or research	<ul style="list-style-type: none"> <li>• 2022-23: 18</li> <li>• 2023-24: 20</li> <li>• 2024-25: 35</li> </ul>	25	March 2027
Number of new and up to date foundational geospatial data and products	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	10	March 2027
Number of projects and initiatives supported or led by NRCan advancing scientific knowledge of the Canadian landmass and/or contributing to the exercise of Canadian sovereignty in the Arctic region <a href="#">Footnote 2</a>	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	Not available	Not available

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Natural Resource Science and Risk Mitigation.

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

<b>Departmental Result Indicators</b>			
<b>Actual Results</b>			
<b>2026–27 Target</b>			
<b>Date to achieve target</b>			
Percentage of hazardous natural events within Canada for which a notification was issued in a timely manner	<ul style="list-style-type: none"> <li>• 2022-23: 100%</li> <li>• 2023-24: 100%</li> <li>• 2024-25: 100%</li> </ul>	100%	March 2027

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of emergency geospatial information provided, in a timely manner, to Canadians in response to floods and other natural hazards	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	100%	March 2027
Percentage uptime of the Canadian Wildland Fire Information System during the wildfire season	<ul style="list-style-type: none"> <li>• 2022-23: 99.5%</li> <li>• 2023-24: 99.5%</li> <li>• 2024-25: 99.9%</li> </ul>	100%	March 2027
Average explosives site inspection rating	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	3	March 2027

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Natural Resource Science and Risk Mitigation.

Table 3: Communities and industries are adapting to climate change

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of Canadian communities and industries that have taken steps to adapt to climate change	<ul style="list-style-type: none"> <li>• 2022–23: 64% for communities and 45% for businesses</li> <li>• 2023–24: 64% for communities and 45% for businesses</li> <li>• 2024–25: 64% for communities and 45% for business <a href="#">Footnote 3</a></li> </ul>	<ul style="list-style-type: none"> <li>• 65% for communities</li> <li>• 45% for businesses</li> </ul>	March 2027

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Table 3 provides a summary of the target and actual results for each indicator associated with the results under Natural Resource Science and Risk Mitigation.

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

### Plans to achieve results

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The following section describes the planned results for Natural Resource Science and Risk Mitigation in 2026-27.

### Gender-based Analysis Plus

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NRCan will integrate GBA Plus into the design and delivery of scientific programs by requiring applicants to consider the barriers, experiences and needs of diverse individuals or groups (e.g., Wildfire Risk Program). Programs like Climate Change Adaptation will include dedicated Indigenous funding streams, while initiatives such as GEM-GeoNorth will promote Indigenous inclusion through collaborative research and support service procurement. In 2026-27, NRCan programs will track impacts and refine program delivery by:

- Tracking Indigenous participation and leadership metrics (e.g., Climate Change Adaptation)
- Applying a self-assessment tool to advance inclusive science
- Deploying anonymous surveys (e.g., Polar Continental Shelf Program)
- Eliciting stakeholder feedback through sign in sheets (e.g., Canada Lands Survey System)

### Planned resources to achieve results

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Table 4: Planned resources to achieve results for Natural Resource Science and Risk Mitigation

<b>Resource</b>	
<b>Planned</b>	
Spending	883,245,174
Full-time equivalents	1,444

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

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

## Program inventory

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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](#).

## Summary of changes to reporting framework since last year

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- Changes to results and indicators were made to refocus and emphasize the use and impact of NRCan's scientific products.
- An indicator was added to better reflect the contributions of NRCan science to advancing knowledge of the Canadian landmass and Canadian sovereignty in the Arctic.

## Core responsibility 2: Innovative and Sustainable Natural Resources Development

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### Description

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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.



Canada's vast and varied energy resources are helping connect Canadians and build a resilient economy. Canada is innovating in how energy is produced, marketed, delivered, and used. Renewable electricity—led by wind and solar, is growing. Oil and gas remain foundational. Clean fuels and technologies like carbon

capture, energy storage, nuclear and electrification are reshaping industry and transportation, and attracting investments and new markets.

## Quality of life impacts

This Core Responsibility contributes to the Greenhouse gas emissions, Natural Capital, Waste Management and Employment and job quality indicators under the **Environment domain** of the [Quality of Life Framework for Canada](#), by leading the transformation to a low-carbon economy, including through support for clean technology and innovation, better waste management practices, responsible mining and implementation of the Canadian Sustainable Jobs Act.

## Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Innovative and Sustainable Natural Resources Development. Details are presented by departmental result.

Table 5: Natural resource sectors are innovative

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of NRCan-funded innovation projects that result in new intellectual property, codes, standards or regulations <a href="#">Footnote 4</a>	<ul style="list-style-type: none"> <li>• 2022-23: Not available</li> <li>• 2023-24: Not available</li> <li>• 2024-25: Not available</li> </ul>	15%	March 2027
Percentage of innovative forest products and decision tools informed by NRCan research that contribute to the environmental sustainability of Canada's forests	<ul style="list-style-type: none"> <li>• 2022-23: 100%</li> <li>• 2023-24: 100%</li> <li>• 2024-25: 100%</li> </ul>	100%	March 2027

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of NRCan-funded clean energy innovation projects advancing along the innovation scale <a href="#">Footnote 5</a>	<ul style="list-style-type: none"> <li>• 2022-23: 69%</li> <li>• 2023-24: 68%</li> <li>• 2024-25: 60%</li> </ul>	60%	March 2027
Percentage of innovative mining technologies developed by NRCan that move towards being ready for commercial use <a href="#">Footnote 6</a>	<ul style="list-style-type: none"> <li>• 2022-23: 80%</li> <li>• 2023-24: 96%</li> <li>• 2024-25: 10%</li> </ul>	60%	March 2027

Table 5 provides a summary of the target and actual results for each indicator associated with the results under Innovative and Sustainable Natural Resources Development.

Table 6: Clean technologies and energy efficiencies enhance economic performance

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Percentage of NRCan-funded clean technology demonstration projects achieving their economic goals	<ul style="list-style-type: none"> <li>• 2022-23: 52%</li> <li>• 2023-24: 52%</li> <li>• 2024-25: 52%</li> </ul>	55%	March 2027
Ratio of partner investment to government spending in NRCan-funded energy innovation projects	<ul style="list-style-type: none"> <li>• 2022-23: 2.5:1</li> <li>• 2023-24: 2.6:1</li> <li>• 2024-25: 2.3:1</li> </ul>	1.5:1	March 2027

<b>Departmental Result Indicators</b>			
<b>Actual Results</b>			
<b>2026–27 Target</b>			
<b>Date to achieve target</b>			
Total annual energy savings resulting from adoption of energy efficiency codes, standards and practices <a href="#">Footnote 7</a>	<ul style="list-style-type: none"> <li>• 2022-23: 99.3 PJ</li> <li>• 2023-24: 124.2 PJ</li> <li>• 2024-25: 139.7 PJ</li> </ul>	275 petajoules	March 2031

Table 6 provides a summary of the target and actual results for each indicator associated with the results under Innovative and Sustainable Natural Resources Development.

Table 7: Canada’s natural resources are sustainable

<b>Departmental Result Indicators</b>			
<b>Actual Results</b>			
<b>2026–27 Target</b>			
<b>Date to achieve target</b>			
Megawatts (MW) of new renewable energy and energy storage capacity deployed by supported projects	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	7,500 MW	March 2036
Number of renewable energy and capacity building projects in Indigenous, rural, and remote communities and off-grid industrial operations	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	195	March 2027

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Number of electric vehicle chargers and hydrogen refuelling stations selected for funding or in operation <a href="#">Footnote 8</a>	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	<ul style="list-style-type: none"> <li>• Electric Vehicle Chargers - 79,500</li> <li>• Hydrogen Refuelling Stations - 45</li> </ul>	March 2029
Percentage increase in clean fuels production capacity in Canada	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	10%	December 2030

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Reduction in greenhouse gas emissions resulting from NRCan-funded clean technology demonstrations	<p>2022–23:</p> <ul style="list-style-type: none"> <li>Clean Growth Program: 0.2 Mt/year</li> <li>Energy Innovation Program: 2.6 Mt/year</li> </ul> <p>2023–24:</p> <ul style="list-style-type: none"> <li>Clean Growth Program: 0.19 Mt/year</li> <li>Energy Innovation Program: 2.7 Mt/year</li> </ul> <p>2024–25:</p> <ul style="list-style-type: none"> <li>Clean Growth Program: 0.07Mt/year</li> <li>Energy Innovation Program: 2.7Mt/year</li> </ul>	<p>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.</p> <p>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.</p>	<p>March 2027 (Clean Growth Program)</p> <p>March 2030 (Energy Innovation Program)</p>
Percentage of NRCan’s projects that support participation of Indigenous communities, organizations, or governments in innovation and sustainable development	<ul style="list-style-type: none"> <li>2022-23: 20%</li> <li>2023-24: 16.2%</li> <li>2024-25: 18%</li> </ul>	20%	March 2027

Table 7 provides a summary of the target and actual results for each indicator associated with the results under Innovative and Sustainable Natural Resources Development.

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

## Plans to achieve results

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The following section describes the planned results for Innovative and Sustainable Natural Resources Development in 2026-27.

### Gender-based Analysis Plus

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NRCan will reduce barriers for underrepresented groups while advancing innovative and sustainable natural resource development through targeted funding, training, and streamlined applications. Programs such as [Smart Renewables and Electrification Pathways](#) and Integrated Landscape Dynamics (formerly the Sustainable Forest Management Program) embed Inclusion, Diversity, Equity, and Accessibility (IDEA) principles, prioritize Indigenous leadership, and require engagement in project design. NRCan will also advance collaborative research guided by NRCan’s Policy on Ethics for Research Involving Indigenous Peoples and their Traditional Lands. NRCan will also continue to promote international commitments to equity and opportunities for marginalized groups in the energy workforce through the [Equal by 30](#) campaign.

To strengthen tracking of gender and diversity impacts, programs will:

- Encourage IDEA commitments and collect workforce data on Indigenous and women’s representation related to deployment of EV chargers.
- Integrate GBA Plus in energy RD&D policy and program design, including improving knowledge sharing and collecting disaggregated data.
- Sponsor national surveys (e.g., Households and the Environment Survey, Canadian Social Survey) that include GBA Plus variables to enable intersectional analysis of energy efficiency programs by various identity factors.
- Improve labour market data availability and granularity through the 2026-2030 Sustainable Jobs Action Plan, including IDEA and Indigenous metrics.

### Planned resources to achieve results

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Table 8: Planned resources to achieve results for Innovative and Sustainable Natural Resources Development

Resource	
Planned	
Spending	1,629,289,647
Full-time equivalents	2,028

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

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

## Program inventory

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

- Energy Innovation and Clean Technology
- Green Mining Innovation
- Innovative Forestry Solutions
- Integrated Landscape Dynamics
- 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](#).

## Summary of changes to reporting framework since last year

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- The Sustainable Forest Management, Fibre Solutions and Cumulative Effects programs were replaced by two programs, Innovative Forestry Solutions and Integrated Landscape Dynamics to better represent the work of the science programs within the Canadian Forest Service.
- An indicator was added on clean fuels to highlight work NRCan does to support clean fuels production.

## Core responsibility 3: Globally Competitive Natural Resource Sectors

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### Description

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



By funding innovative wood technologies, NRCan is supporting the greater adoption and commercialization of wood-based products in the construction of tall and low-rise wood buildings and timber bridges, attracting investments, diversifying markets and reducing the GHG footprints of the forest sector.

## Quality of life impacts

This core responsibility contributes to the Indigenous self-determination indicator under the **Good governance** domain of the [Quality of Life Framework for Canada](#) by supporting access to equitable and consistent benefits for Indigenous groups from natural resources development, including equity ownership in major natural resource projects. It also contributes to the Greenhouse gas emissions indicator under the **Environment Domain** by supporting the transition to a net-zero future and aligning with the Canadian Critical Minerals Strategy.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Globally Competitive Natural Resource Sectors. Details are presented by departmental result.

Table 9: Competitiveness of Canada's natural resources sectors is enhanced through strengthened access to new and priority markets

Departmental Result Indicators			
Actual Results			
2026–27 Target			
Date to achieve target			
Canada's share of exports of natural resources to the U.S. and global markets <a href="#">Footnote 10</a>	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable <a href="#">Footnote 1</a></li> <li>• 2023-24: Not applicable <a href="#">Footnote 1</a></li> <li>• 2024-25: Not applicable <a href="#">Footnote 1</a></li> </ul>	<ul style="list-style-type: none"> <li>• Exports to the US - 41.7%</li> <li>• Exports to global markets (non US) - 1.7%</li> </ul>	March 2027
Number of NRCan international engagements that support the development or expansion of trade and investment in natural resources	<ul style="list-style-type: none"> <li>• 2022-23: 87</li> <li>• 2023-24: 91</li> <li>• 2024-25: 85</li> </ul>	90	March 2027

Table 9 provides a summary of the target and actual results for each indicator associated with the results under Globally Competitive Natural Resource Sectors.

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

<b>Departmental Result Indicators</b>			
<b>Actual Results</b>			
<b>2026–27 Target</b>			
<b>Date to achieve target</b>			
Number of joint products developed in collaboration with provinces and territories and released to Canadians	<ul style="list-style-type: none"> <li>• 2022-23: 32</li> <li>• 2023-24: 26</li> <li>• 2024-25: 75<sup>Footnote 12</sup></li> </ul>	80	March 2027
Percentage of NRCan's projects that support participation of Indigenous communities, organizations or governments in Canada's natural resource economy	<ul style="list-style-type: none"> <li>• 2022-23: 63%</li> <li>• 2023-24: 65%</li> <li>• 2024-25: 52%</li> </ul>	70%	March 2027
Number of natural resource projects with implications for Indigenous partners, groups or organizations that received analysis, advice and action from NRCan	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable<sup>Footnote 1</sup></li> <li>• 2023-24: Not applicable<sup>Footnote 1</sup></li> <li>• 2024-25: Not applicable<sup>Footnote 1</sup></li> </ul>	2	March 2027
Number and estimated total investment in proposed natural resources projects in Canada	<ul style="list-style-type: none"> <li>• 2022-23: Not applicable<sup>Footnote 1</sup></li> <li>• 2023-24: Not applicable<sup>Footnote 1</sup></li> <li>• 2024-25: Not applicable<sup>Footnote 1</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Number of projects - 462</li> <li>• Total investment - \$556.1B</li> </ul>	March 2027

Table 10 provides a summary of the target and actual results for each indicator associated with the results under Globally Competitive Natural Resource Sectors.

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

### Plans to achieve results

The following section describes the planned results for Globally Competitive Natural Resource Sectors in 2026-27.

## Gender-based Analysis Plus

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NRCan will support sector competitiveness and IDEA in the workforce through employer funding to promote youth employment and bursaries funding underrepresented groups, including the Science and Technology Internship Program-Green Jobs. The Forest Innovation Program will provide grants to support post-secondary students from underrepresented groups working in forest sector research through scholarships and internships.

NRCan will continue to explore measures to improve the collection of disaggregated data and support a distinctions-based approach that acknowledges the specific rights, interests, priorities and concerns of First Nations, Métis, and Inuit to measure impacts. Activities will include:

- Requiring annual reporting on labour force demographics under the Canadian Critical Minerals Strategy.
- Measuring engagement and access to financial resources, with an emphasis on ensuring Indigenous women and gender-diverse individuals have expanded opportunities to contribute to and benefit from natural resource development (Indigenous Natural Resources Partnerships Program).
- Tracking disaggregated demographic information for youth participants through program reporting, with a focus on employment equity groups (Science and Technology Internship Program – Green Jobs).

## Planned resources to achieve results

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Table 11: Planned resources to achieve results for Globally Competitive Natural Resource Sectors

Resource	
Planned	
Spending	2,154,037,991
Full-time equivalents	599

Table 11 provides a summary of the planned spending and full-time equivalents required to achieve results.

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

## Program inventory

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

- Forest Sector Competitiveness
- Provision of Federal Leadership in the Minerals and Metals Sector
- Clean and Conventional Fuels
- 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](#).

### **Summary of changes to reporting framework since last year**

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- Changes to results and indicators were made to refocus the story on competitiveness.
- Two indicators were added to reflect NRCan support for major projects, and resource projects with implications for Indigenous partners.

### **Internal services**

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#### **Description**

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

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

#### **Plans to achieve results**

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This section presents details of the Department's plans to achieve results and meet targets for internal services.

NRCan is strengthening its internal services to enhance efficiency, leverage technology, and modernize corporate functions. The Department aims to streamline structures, optimize staffing, and support employee performance while advancing Reconciliation and IDEA goals.

To deliver on its mandate, NRCan will continue modernizing its human resources, information technology, finance, and procurement systems to provide faster, more efficient services and enable responsible use of AI. The Department will reinforce cybersecurity and data protection in response to increasing cyber and geopolitical threats, ensuring business continuity and the advancement of its science mandate. It will also promote employee well-being, productivity, and engagement in hybrid work environments, despite fiscal constraints and ongoing organizational transformation. Through a collaborative approach, NRCan aims to strengthen internal services and effectively support its science and policy objectives.

In 2026-27, NRCan will prioritize two key internal services areas:

1. **Innovation and AI:** Expand the Department's AI Strategy beyond science to drive enterprise-wide efficiencies.
2. **Budgetary Stewardship:** Collaborate across the Department to implement cost-saving measures, monitor results, and ensure savings targets are met under the Comprehensive Expenditure Review.

Improve productivity through innovation

NRCan's AI Strategy builds on the Department's established expertise and experience in using AI to support scientific research and innovation. Aligned with the vision of the [AI Strategy for the Federal Public Service 2025-27](#), NRCan is committed to responsible, ethical, and transparent use of AI to improve efficiency, operations, and service delivery. The strategy is organized around four pillars: governance; data and platform foundations; tools and solutions; and change management.

- **AI Governance:**

NRCan will establish an AI Oversight Board to guide responsible use of AI across the department, manage risks, and ensure alignment with federal requirements such as the *Directive on Automated Decision-Making*. It will review and approve production-ready AI tools for compliance and contribute to the GC AI Register, reinforcing public trust while enabling safe, innovative AI solutions.

- **AI-Ready Data and Platforms:**

NRCan will leverage GC AI platforms that provide secure access to enterprise large language models. To address risks such as model contamination and prompt injection, the Department will strengthen cybersecurity and staff expertise. NRCan's updated Data Strategy will define AI-ready datasets, and support interoperability across the government.

- **AI Tools & Solutions:**

The Department will provide enterprise-wide access to AI tools, integrated with NRCan content to enhance productivity. To prevent tool sprawl, support risks, and optimize investments, NRCan will standardize the selection and use of AI tools in line with the GC AI Strategy. NRCan will continue developing solutions tailored to specialized scientific applications, accelerating scientific discovery and innovation.

- **AI Change Management:**

NRCan will foster a culture where employees "Think AI" through training, demonstrations, and AI champions. Change management activities will promote clear expectations and responsible use, with tailored training, demos, workshops and success stories while managers and AI champions guide teams through change. Emphasis on human-centered design, ethical standards and stronger AI skills will help employees manage risks, improve productivity, share knowledge and drive innovation.

Reduce departmental spending

NRCan will work across the department to support the implementation of savings measures, monitor progress against plans and provide recommendations to course correct, as required. Activities will include verifying that reductions align with approved proposals and ensuring

savings commitments are achieved. Recognizing potential impacts on employees, NRCan will emphasize clear communication and workforce planning, including support for affected employees.

### Planned resources to achieve results

Table 12: Planned resources to achieve results for internal services this year

<b>Resource</b>	
<b>Planned</b>	
Spending	212,235,290
Full-time equivalents	1,330

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

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

### Planning for contracts awarded to Indigenous businesses

Results from previous fiscal years show that NRCan has consistently met the 5% target through its regular departmental work. The Department remains well positioned to continue meeting the commitment of awarding 5% of its annual procurement budget to Indigenous owned businesses. This will be achieved through program work, including activities conducted in Nunavut and other Comprehensive Land Claim areas, as well as through initiatives such as the Polar Continental Shelf Program, the Surveyor General Branch, the Geo-Mapping for Energy and Minerals Program, and the Space-Based Earth Observation Program.

Table 13: Percentage of contracts planned and awarded to Indigenous businesses

<b>5% Reporting Field</b>	<b>2024-25 Actual Result</b>	<b>2025-26 Forecasted Result</b>	<b>2026-27 Planned Result</b>
<b>Total percentage of contracts with Indigenous businesses</b>	<b>8.88%</b> This differs slightly from what was reported in the 2024-2025 Departmental Results Report, where NRCan reported <b>8%</b> . This preliminary result was further refined as part of the Indigenous Service Canada <i>2024-2025 Indigenous Procurement Reporting Request</i> .	As of February 19, 2026, NRCan has awarded 8% of its total procurement budget to Indigenous businesses. NRCan is on course to award the minimum 5% needed to Indigenous Businesses by fiscal year end.	9% <a href="#">Footnote</a>

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Table 13 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

## Department-wide considerations

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### Related government priorities

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

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More information on NRCan's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [2023-27 Departmental Sustainable Development Strategy](#).

### Artificial Intelligence

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NRCan's previously described AI strategy outlines overall corporate measures to leverage and promote the use of AI across the department. The following section provides specific examples of how NRCan programs are actively using and promoting AI solutions to enhance productivity and find efficiencies, including through the success of NRCan's Digital Accelerator (DA).

Examples of deployment and adoption of AI across NRCan include:

- Developing new adaptive critical mineral prospectivity algorithms and public AI-ready datasets in collaboration with Mila (Quebec Artificial Intelligence Institute). This project addresses limitations in critical mineral potential modelling, supporting Critical Minerals Geoscience and Data Initiative objectives of accelerating exploration by identifying areas with higher potential for critical mineral discovery.
- Processing relevant datasets that assist in delivering faster impact assessments and green mining initiatives. This includes predictive analysis for water quality, mine tailings, and related environmental metrics.
- Identifying data-intensive, repetitive tasks suitable for automation through traditional software and AI/ML solutions to increase productivity and reduce operating costs.
- Supporting efficient and timely federal impact assessments through enhanced processes and tools, including AI-assisted analysis to improve the efficiency, consistency, and timeliness of regulatory science and technical reviews.
- Strengthening collaboration and innovation with stakeholders while improving data interoperability and AI potential in the Open Science and Data Platform.
- Leveraging the predictive skill of AI with remote-sensed fire data to enable precision near real time fire mapping, accelerate risk assessments, and enhance situational awareness for fire management.
- Providing guidance to data centres that support AI and other computing workloads to reduce facility energy use through NRCan's [Best Practices Guide for Canadian Data Centres](#).

## Key risks

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Natural Resources Canada (NRCan) faces a complex, interconnected and evolving risk landscape that spans geopolitical, technological, economic, and environmental domains. These risks challenge the department's ability to maintain its role of leading scientific innovation, promoting sustainable development, and ensuring global competitiveness in the Canadian natural resources sectors. Relevant to delivery of its core responsibilities, critical risks at the corporate level include:

- **Geopolitical Uncertainty**
  - volatile commodity demand and pricing driven by inflation, supply chain disruptions, ongoing global conflicts, and geoeconomic fragmentation
  - U.S. tariffs, protectionism, and shifting trade agreements disrupting Canadian exports
- **Collaborative and Regulatory Complexity**
  - challenges in aligning with diverse regulatory regimes across jurisdictions, and maintaining effective engagement with Indigenous communities, other stakeholders, industry, and OGDs
  - potential misalignment between domestic priorities and global trends, affecting Canada's economy and ability to attract investments in energy and resource projects
- **Technological Development, Competitiveness, and Security**
  - rapid scientific and technological advancements, including AI, require continuous adaptation, collaboration, and investment
  - increasingly sophisticated cyber and physical threats demand stronger detection, protection, and secure digital service delivery
- **Climate Change, Severe Weather, and Emergency Preparedness**
  - increasing frequency and severity of extreme weather events affecting ecosystems, infrastructure, public safety, and resource operations
  - urgent need to adapt to new and changing conditions and build resilience across all sectors, including coordinated emergency response
- **Shifting Operating Environment**
  - potential for disruption to core business activities due to reduced funding reference levels (e.g., budget restrictions, efficiency measures) and challenges in adapting to changing work environments (transformation initiatives, elimination of non-critical programs, public service workforce adjustment)

To mitigate these risks, NRCan is implementing a range of strategic responses to minimize potential consequences to the department, the economy, and Canadian natural resource sectors. These activities include:

- Investing in cutting-edge R&D for innovative clean technologies.
- Strengthening and diversifying collaborations and trade partnerships with like-minded allies, including new export pathways in the Indo-Pacific and Europe.
- Strengthening partnerships with Indigenous groups, industry, and FPT partners to build a resilient and sovereign economy.

- Supporting major nation-building projects to secure long-term prosperity and strengthen Canada’s position as a clean and conventional energy superpower.
- Enhancing regulatory efficiency to streamline sustainable development and economic resilience.
- Implementing an AI Strategy and cybersecurity enhancements to modernize digital services and protect critical data assets.
- Implementing stronger procedures and policies, including a robust financial and resource management strategy, to maintain business continuity, minimize disruptions to facilities, research, and assets, and promote employee safety and well-being.
- Using risk information to inform departmental planning and decision-making, to effectively prioritize actions under fiscal restraint.

## Planned spending and human resources

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This section provides an overview of Natural Resources Canada’s planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 with actual spending from previous years.

### Spending

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

#### Graph 1: Planned spending by core responsibility in 2026-27

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



## Budgetary performance summary

Table 14: Three-year spending summary for core responsibilities and internal services (dollars)

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Natural Resource Science and Risk Mitigation	452,443,201	616,951,605	838,943,140
Innovative and Sustainable Natural Resources Development	1,911,951,581	2,292,187,099	1,765,133,623
Globally Competitive Natural Resource Sectors	874,439,244	1,272,759,815	1,738,897,433
<b>Subtotal (s)</b>	<b>3,238,834,026</b>	<b>4,181,898,519</b>	<b>4,342,974,196</b>
Internal services	227,776,297	237,730,678	213,099,575
<b>Total (s)</b>	<b>3,466,610,323</b>	<b>4,419,629,197</b>	<b>4,556,073,771</b>

Table 14 presents Natural Resources Canada's spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

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

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

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Natural Resource Science and Risk Mitigation	883,245,174	735,341,556	569,901,992
Innovative and Sustainable Natural Resources Development	1,629,289,647	1,231,252,281	1,070,057,298
Globally Competitive Natural Resource Sectors	2,154,037,991	2,174,643,708	1,867,959,757
<b>Subtotal</b>	<b>4,666,572,812</b>	<b>4,141,237,545</b>	<b>3,507,919,047</b>
Internal services	212,235,290	189,633,605	171,993,649
<b>Total</b>	<b>4,878,808,102</b>	<b>4,330,871,150</b>	<b>3,679,912,696</b>

Table 15 presents Natural Resources Canada’s planned spending over the next three years by core responsibilities and for internal services.

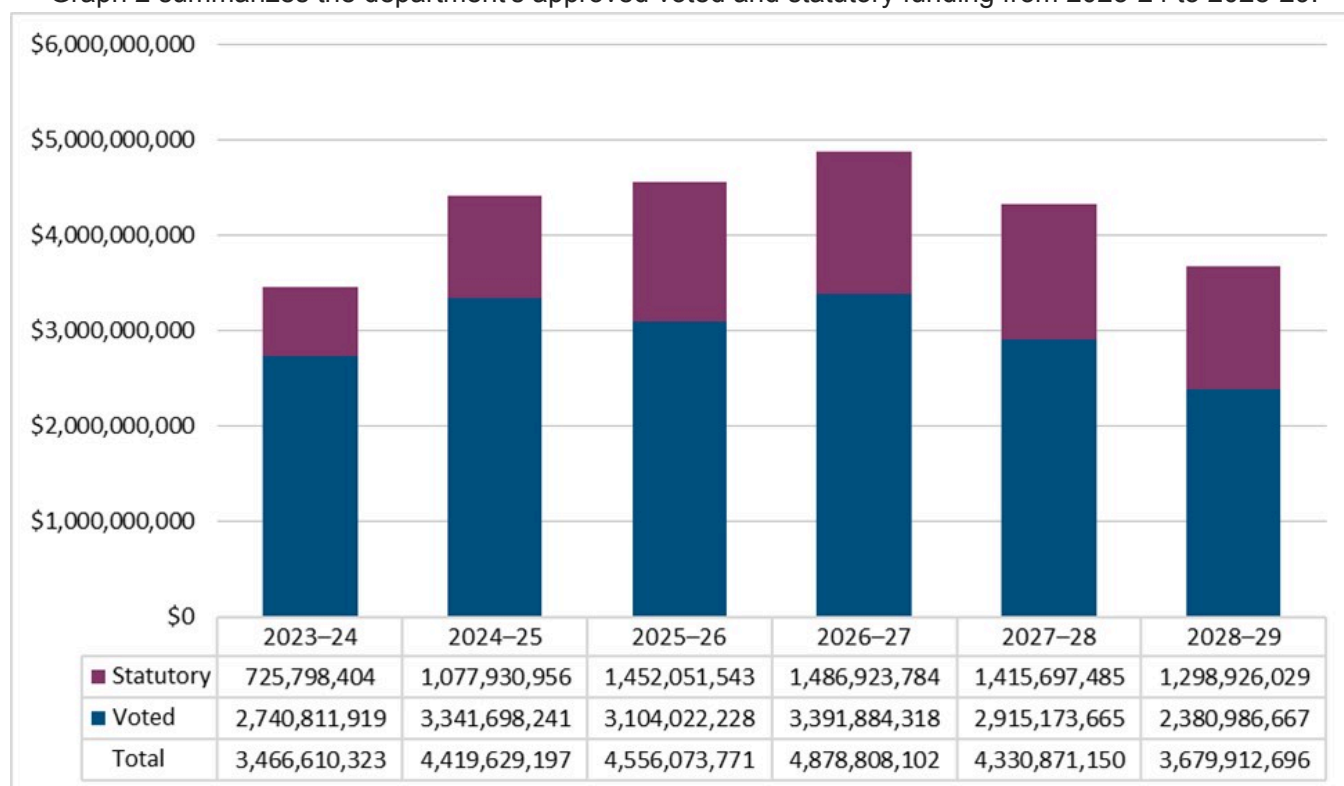
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

## Funding

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

### Graph 2: Approved funding (statutory and voted) over a six-year period

Graph 2 summarizes the department's approved voted and statutory funding from 2023-24 to 2028-29.



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

### Consolidated future-oriented condensed statement of operations

The consolidated future-oriented condensed statement of operations provides an overview of Natural Resources Canada’s operations for 2025-26 to 2026-27.

**Table 16: Consolidated future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)**

<b>Financial information</b>	<b>2025-26 Forecast results</b>	<b>2026-27 Planned results</b>	<b>Difference (Planned results minus forecasted)</b>
Total expenses	4,549,894,409	4,595,148,703	45,254,294
Total net revenues	32,425,042	30,233,352	(2,191,690)
Net cost of operations before government funding and transfers	4,517,469,367	4,564,915,351	47,445,984

Table 16 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

The [charts presenting the distribution of Natural Resources Canada's total forecast expenses](#) for 2025-26 and planned expenses for 2026-27 by Core Responsibility on an accrual basis are available on the NRCan website.

A more detailed [Consolidated Future-Oriented Statement of Operations and associated Notes for 2026-27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on Natural Resources Canada's website.

## Human resources

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

**Table 17: Actual human resources for core responsibilities and internal services**

<b>Core responsibilities and internal services</b>	<b>2023-24 Actual full-time equivalents</b>	<b>2024-25 Actual full-time equivalents</b>	<b>2025-26 Forecasted full- time equivalents</b>
Natural Resource Science and Risk Mitigation	1,430	1,527	1,536
Innovative and Sustainable Natural Resources Development	2,152	2,342	2,302
Globally Competitive Natural Resource Sectors	613	640	608

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
<b>Subtotal</b>	<b>4,195</b>	<b>4,509</b>	<b>4,446</b>
Internal services	1,304	1,378	1,338
<b>Total</b>	<b>5,499</b>	<b>5,887</b>	<b>5,784</b>

Table 17 shows a summary of human resources, in full-time equivalents, for Natural Resources Canada's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on year to date.

**Table 18: Human resources planning summary for core responsibilities and internal services**

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Natural Resource Science and Risk Mitigation	1,444	1,350	1,249
Innovative and Sustainable Natural Resources Development	2,028	1,724	1,594
Globally Competitive Natural Resource Sectors	599	559	540
<b>Subtotal</b>	<b>4,071</b>	<b>3,633</b>	<b>3,383</b>
Internal services	1,330	1,321	1,310
<b>Total</b>	<b>5,401</b>	<b>4,954</b>	<b>4,693</b>

Table 18 shows information on human resources, in full-time equivalents, for each of Natural Resources Canada's core responsibilities and for its internal services planned 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
- Horizontal Initiatives
- Regulatory and Permitting Efficiency for Clean Growth Projects

Information on [Natural Resources Canada's 2023-27 Departmental Sustainable Development Strategy](#) can be found on NRCan's website.

## **Federal tax expenditures**

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Natural Resources Canada's Departmental Plan does not include information on tax expenditures.

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

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