School of Public Policy | UNIVERSITY OF CALGARY

The Fiscal Implications of Separation: Expenditures

Technical Paper

The Economic and Fiscal Implications of Alberta Separation

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INTRODUCTION

What would a separate Alberta need to spend to replicate the transfers, services and programs the federal government currently delivers in the province?

The answer we come to in this paper is roughly $144 billion per year. This is just over $60 billion more than the current Government of Alberta (GoA) spends annually.

Most of that $60 billion is simply the cost of doing what Ottawa now does in Alberta: maintaining financial transfers to people and businesses, servicing a share of federal debt and operating federal programs. But it also includes new added costs that a separate Alberta would face as a new country making its way in the world (see our paper on *Alberta Separation: How It Would Work*) and experiencing shocks to its economy (see the technical paper *The Economic Implications of Separation*). This piece explains how we arrive at the $144 billion and $60 billion estimates, and how they depend on assumptions that might reasonably be made differently.

Estimating a separate Alberta's spending is a complex exercise, particularly given that neither we, nor advocates for either side in the separation debate, have a clear view of the future. Much of what we discuss depends on how a separate Alberta's community and its government choose to spend and tax. So, without a crystal ball to show us those choices, where can we start? Our starting point, and the first of our assumptions on the road to our estimates, is that a separate Alberta would spend in ways that allowed it to replicate all the services, programs and transfers Alberta residents currently receive from the federal government.

The bulk of the federal government's activity in Alberta involves transferring money directly to people, businesses and other entities.[a] Together, these transfers and the debt-service costs incurred on a separate Alberta's share of the federal debt account for roughly $33 billion of the $60 billion increase. Only about one-third, some $20 billion, is the cost of operating the federal services that Albertans now enjoy.

This does not mean we expect a separate Alberta would choose to be a miniature of Canada. Its government might change the generosity of transfers, restructure taxes, redesign programs or pursue any number of policy options to generate revenue and direct spending. Those choices are at the centre of unresolved political debates about a potential future. Our aim, again in the absence of a crystal ball, is to provide readers with as close a comparison as possible to the current suite of federal activity. Through this comparison, we hope readers will see some of the trade-offs that would need to be made as a leaner Alberta government pursued savings, or a more expansive one made different policy choices.

Our first step is to provide an overview of federal spending in the province. We describe this spending by federal ministry and federal program so that readers can understand the scale and scope of transfers to Alberta-based people, businesses and other entities. As we build up our list of transfers, services and programs that would need to be replicated, we edit out those that clearly would not continue in a separate Alberta. Here we are thinking of equalization payments or the Canadian Coast Guard.

In our estimates, we allow for administration costs that could exceed the federal government's, since it can cost less per resident to deliver a program to one million people than to 1,000. We also account for costs that have no counterpart in the federal budget: the physical and administrative infrastructure a new state would have to build, and the higher interest rates it would likely pay as it borrowed.[b]
Some might argue that a separate Alberta would opt for a smaller government. While this is possible, historical experience here is mixed. Since 1966, Alberta's real per capita annual program expenditures

[a] An individual Albertan might receive a federal Old Age Security or child benefit payment. An Alberta business might benefit from a federal subsidy, while a non-profit organization or educational institution might receive an operating or research grant through a federal program.

[b] See Section 2.8 on the cost of credit, and how Ottawa's AAA credit rating currently holds provincial borrowing costs down.

have averaged nearly $1,350 above the national average among provinces and territories.[c] However, in recent years, Alberta per capita program expenditures have been below the national average. Across this paper, we show how our results are sensitive, or not, to a variety of alternative assumptions, including government efficiency.

Readers interested in more detail on a broad, but not exhaustive, range of federal programs and agencies can consult the *Federal Department Spending Modules* appendix in Technical Appendices to this report.[d] We provide these details so readers can engage with some of the trade-offs in programming and benefits that might be considered by the community responsible for setting up a separate Alberta.

1. ABOUT OUR ESTIMATES

Everything that follows depends on a handful of choices about what a separate Alberta would replicate and how much of federal spending to assign to it. We describe those choices before giving any numbers so readers can judge the estimates against assumptions they have seen in advance. Where a choice is contestable, we return to it in Section 3.8 and show what a different answer would do to the total.

Our approach rests on three assumptions:

1. Replicate the size and distribution of current federal transfers to people, businesses and other entities in Alberta;
2. Exclude federal programs that are likely unnecessary in a separate Alberta; and
3. Allocate a share of the current federal debt and borrowing costs to Alberta on a per capita basis.

We apply these assumptions ministry by ministry. For each federal ministry, we separate spending into three components:

1. Transfers received by individuals, businesses or other entities in Alberta;
2. Interest costs; and
3. Remaining non-transfer, non-interest spending.

It is this final component — non-transfer, non-interest spending — that we apportion and spend the most time analyzing in the paper. To apportion it, we use various rules. Which rule we apply depends on the primary activity of the ministry delivering the service, program or benefit.[e]

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[c] Source: Authors' calculations using Finances of the Nation.[1]
[d] See *Federal Department Spending Modules*, in Technical Appendices.
[e] Broadly, ministries whose activities scale with the size of the economy are assigned the GDP rule. Ministries whose activities scale with the number of people are assigned the population rule. The Indigenous population rule applies to Crown-Indigenous Relations and Northern Affairs and to Indigenous Services. The elderly population rule applies to Employment and Workforce Development. The children rule applies to the Canada Child Benefit. Finally, an ad hoc assumption governs the GST credit, which is apportioned at 10 per cent to match the statistical accounting by Statistics Canada for 2024.

Table 1. Rules to Apportion Alberta's Share of Federal Spending

Rule to Set Alberta's Share of Federal Spending	Assumption
GDP Rule	Alberta's **share of national GDP is 16 per cent**, and this amount of a ministry's non-interest, non-transfer spending would be required to replicate what are now federal services in a separate Alberta.
Population	ᴬlberta's share of the **national population is 12 per cent**.
Indigenous Population	Alberta's share of Canada's **Indigenous population is 16 per cent**.
Elderly Population	Alberta's share of the **population aged 65 and over is 10 per cent**.
Child Rule	Alberta's share of the **population under 18 is 14 per cent**.

Source: Authors' calculations using various sources.

Our baseline estimates are for fiscal year 2026–27 and use the Federal Public Accounts expenditure values for 2024–25 (as we must in some places).[f] To align the Public Accounts information with the baseline fiscal year, we use each federal ministry's planned spending for 2026-27 as reported in the 2024-25 Public Accounts.[g]

Our assumption around how federal debt is apportioned deserves more discussion. Once again, without a crystal ball, we cannot know how any negotiation over how to divide the current federal debt would play out between a separating Alberta and the Rest of Canada (RoC). Without this clarity on the future, we have looked to historical precedent and chosen a per capita apportionment rule. The few examples of actual debt apportionment that exist in Canadian history point to an equal per capita division.

At Confederation, provincial debts were taken over by the federal government through debt allowances set on an equal per capita basis, as were subsequent adjustments to those allowances. When Ontario and Quebec could not reach agreement on how to apportion the joint debt of the former Province of Canada following their separation from one another, the matter was resolved through debt-allowance increases — again on an equal per capita basis. A per capita debt apportionment is also consistent with the actual experience of the Czech Republic and Slovakia. For Alberta, this would amount to approximately 12 per cent of federal debt.

Other apportionment rules might also be considered, including one based on GDP or on historical net contributions to the federal budget. If you wanted to argue for a GDP-share apportionment rule, you would likely say that debt should be divided according to the province's fiscal capacity to support and service it. That is to say, the rule would be based on a separate Alberta's ability to pay. Applying this rule rather than the per capita rule would increase a separate Alberta's share of the federal debt by four per cent to 16 per cent.

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[f] Federal finances, whether in the budget or the Public Accounts, are not broken out by province either by origin on the revenue side, or by destination on the spending side. Statistics Canada, however, produces a detailed disaggregation of federal revenue and spending by province as part of its provincial economic accounts, and has done so for several decades. The latest available information from this Statistics Canada source is for the calendar year 2024. These data differ somewhat from the fiscal-year figures reported in the budget or the Public Accounts, but they are of the same order of magnitude, and they are composed of the spending items that matter for our estimates. There are a variety of reasons for the differences between the Public Accounts and the government finance statistics that Statistics Canada puts together. The macroeconomic accounts are produced according to internationally agreed-upon systems to ensure comparability. The two approaches differ in many ways. There are certain Crown corporations included as part of government within the Public Accounts, but as corporations in the macroeconomic accounts, for example. There are also accounting rules that differ, where some assets and liabilities are recorded at book value in the Public Accounts but at market value in the macroeconomic accounts. Certain tax refunds and credits, such as the GST credit, for example, are netted out of revenue in the Public Accounts but included as an expenditure item in the macroeconomic accounts. Liability associated with future employee benefits and contingent liabilities are included in the Public Accounts but not in the macroeconomic accounts, and so on. Interested readers wanting a full reconciliation between the two may consult Statistics Canada.[2]

[g] Organization-level planned spending for 2026–27 relative to 2024–25 expenditures, as reported in GC InfoBase, aggregated to the ministry level.

Alternatively, you could argue for apportioning debt based on Alberta's historical net contributions. This argument would likely hinge on the idea that much current federal borrowing went towards fiscal benefits enjoyed outside of the province. This rule would likely operate in a similar way to how Canada Pension Plan assets are distributed to a withdrawing province. In the case of a separate Alberta's debt, if each dollar of federal spending is partially financed through borrowing, then we could estimate the fraction of current federal debt associated with expenditures in Alberta (and only in Alberta). Applying this rule rather than the per capita rule would decrease a separate Alberta's share of the debt by two per cent to 10 per cent.[h] There are many other possible alternatives for apportioning federal debt. As we noted at the beginning of this paper, and in the technical paper *Alberta Separation: How It Would Work*, choosing an apportionment rule is just one step of a much larger negotiation.

Box 1: Major Federal Fiscal Transfers

The fiscal transfers of Canada's federal government are relatively straightforward, as most are accounted for by the major transfer programs: the Canada Health Transfer, the Canada Social Transfer and equalization. There are also other, conditional transfers — such as those in support of early learning and childcare — that form part of the analysis to come.

The health and social transfers are especially simple, as they are allocated across provinces on a nearly equal per capita basis. They are nominally conditional grants to be used in support of provincial health-care systems and social assistance schemes. Although given their size and that total provincial expenditures in these areas are potentially unlikely to be affected by these grants, they can therefore be more effectively considered as a simple block grant that displaces provincial finances that would otherwise have been used on these programs.

Equalization is a more complex major transfer program. It aims to provide support to provincial governments with limited fiscal capacity — those that raise less revenue per tax point across a variety of tax bases, largely on account of their weaker economies. This helps those governments deliver roughly comparable levels of public services without having to resort to above-average rates of taxation. Alberta enjoys the highest fiscal capacity in the country, a reflection of it having the strongest economy in Canada, and therefore receives no payments under the program.

2. FEDERAL SPENDING IN ALBERTA

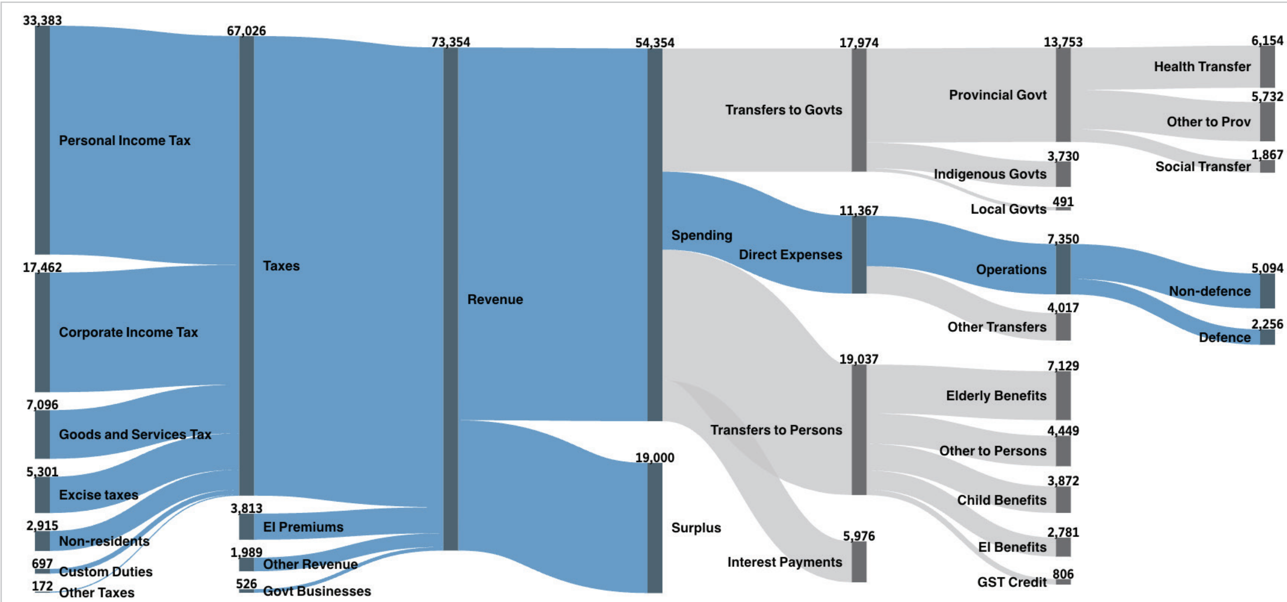
Most federal spending in Alberta is through transfers, not the cost of running federal operations. That distinction shapes the rest of this conversation.

Figure 1 depicts the full flows of federal revenues collected in Alberta and spending by the federal government to people, businesses and other entities in Alberta. The pattern of federal spending is the focus here, with revenues dealt with in the technical paper *The Fiscal Implications of Separation: Revenues and Fiscal Balance*. The federal government spent $54.4 billion in the province in 2024. The shaded columns on the right of the figure show where that spending was directed. The majority is transfers: $19 billion to people in the form of benefits and credits; $18 billion to various levels of government in the province, including Indigenous and local; $6 billion in interest payments on federally borrowed money; and $4 billion in other transfers to businesses and other entities. In comparison, $7.4 billion is directed towards the cost of federal operations.

As we noted earlier, we are assuming that current federal transfers to Alberta-based people, businesses and other entities would be replicated by a separate Alberta. That assumption means no net change in transfer spending whether Alberta remains a province or separates. Non-transfer spending is different. It goes towards operating what are today federal programs and services, and it could change even if a separate Alberta continues to provide the same level of transfer benefits and public services. To estimate what replicating federal operations would cost, in the next sub-section we take a more detailed look at spending on departments and programs.

[h] Our calculations here are based on data from 1966 to 2024.

Figure 1. Actual Federal Revenue and Spending in Alberta, 2024 ($millions)



Source: Authors' calculations using Statistics Canada.[3] Transfer payments and interest are shown in grey.

3. A DETAILED LOOK AT FEDERAL SPENDING IN ALBERTA

We examine all federal spending, apart from a small number of exceptions described in the next subsection. Table 2 shows that total federal spending for Canada exceeded $545 billion in 2024–25. As well as ministry-level spending, the table also shows some benefits that are delivered not through the responsible ministries but rather through the tax system (Canada Child Benefit and GST credit) and the Employment Insurance (EI) Operating Account.[i]

Spending falls into two categories that we treat differently. Transfers to people, businesses and other recipients are assumed to continue unchanged. Non-transfer, non-interest spending is what a separate Alberta would have to replicate itself. Across all ministries, of the $202 billion in transfers where the recipient's location is publicly reported, nearly $22 billion went to Alberta-based recipients. Trackable transfers are a subset of all transfers. Where a transfer's location is unknown, we apportion it to Alberta the same way we apportion non-transfer, non-interest spending.

> **We use these non-transfer categories of spending to estimate the cost of each "replicating ministry" that a separate Alberta would need to stand up. We then add back transfers and interest spending.**

Two ministries dominate the total. The Ministry of Finance accounts for $144 billion, the majority of which is a mix of interest on the national debt and transfers to provincial governments. The ministry's direct expenditures on personnel and other operations are relatively small. For the Ministry of Employment and Workforce Development, the majority of its nearly $100 billion spend is paid out as Old Age Security (OAS) and Guaranteed Income Supplement (GIS) benefits to older adults.[j] The Alberta-specific transfers reported for this ministry are largely accounted for by shared-cost programs that include Early Learning and Child Care of $985 million, Labour Market Development Agreements of $167.2 million, Workforce Development Agreements of $85 million and the National School Food Program of $7.8 million.

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[i] This is a specified purpose account that is excluded from net ministerial expenditures for public accounting purposes.[4]

[j] The provincial distribution of OAS and GIS payments is known and we have made a manual adjustment for them in our calculations.[5]

Table 2. Federal Spending by Ministry, 2024–25

Ministry	Personnel ($mn)	Transfers ($mn)	Interest ($mn)	Other ($mn)	Total net spending ** ($mn)	Transfers with known location within the Public Accounts[k] ($mn)	Alberta transfers in Public Accounts ($mn)
Agriculture and Agri-Food	692	3,158		313	4,053	2,668	567
Canadian Heritage	528	1,862	5	2,451	4,742	1,669	89
Crown-Indigenous Relations and Northern Affairs	261	11,914	–	2,120	14,286	11,897	863
Democratic Institutions	182	2	–	133	317	1	–
Employment and Workforce Development	4,032	96,237	–	1,464	98,944	13,348	1,265
Energy and Natural Resources	1,010	3,365	–	1,834	6,187	2,996	194
Environment and Climate Change	1,167	1,580	–	444	3,114	1,519	94
Finance	622	92,618	47,995	2,627	143,862	92,597	8,164
Fisheries, Oceans and the Canadian Coast Guard	1,745	761	–	2,756	5,215	733	11
Global Affairs	1,767	6,230	–	1,913	9,851	2,485	51
Health	2,599	9,050	–	1,365	12,762	8,988	712
Housing, Infrastructure and Communities	203	7,634	42	6,668	14,546	7,625	1,013
Immigration, Refugees and Citizenship	1,621	3,573	–	2,288	6,861	3,233	186
Indigenous Services	1,031	22,861	–	2,641	26,483	22,770	3,249
Innovation, Science and Industry	2,744	8,763	–	1,454	12,474	8,239	792
Justice	2,315	718	–	282	2,783	698	75
National Defence	13,264	1,593	63	20,452	35,028	97	5
National Revenue	5,670	15,886	–	1,109	22,179	15,880	4,155
Office of the Governor General's Secretary	20	1	–	9	30	1	–
Parks Canada	627	104	–	638	1,369	95	12
Parliament	766	2	–	231	960	2	–
Privy Council	333	1	–	98	416	1	–
Public Safety	11,530	1,076	1	4,541	14,641	1,003	68
Public Services and Procurement ***	3,395	632	99	9,852	8,242	618	37
Transport	930	2,183	–	2,910	5,920	2,151	118
Treasury Board	11,845	1	–	276	11,148	1	–
Veterans Affairs	419	5,580	–	1,652	7,651	39	1
Women, Gender Equality and Youth	52	302	–	14	369	289	27
Canada Child Benefit*	–		–	–	31,000		–
Employment Insurance Benefits*	–		–	–	31,900	–	–
GST Tax Credit*	–		–	–	8,500	–	–
Total	**71,370**	**297,689**	**48,205**	**72,536**	**545,831**	**201,641**	**21,748**

Source: Public Accounts of Canada 2024–25.[5]
* Items delivered separately from departmental operations; amounts from Budget 2025.
Figures may not sum due to rounding.
** Total net spending excludes internal and external revenues.
*** Excludes recoveries of payment in lieu of taxes from custodian departments.

k These are grants or other benefits that exceed $100,000, and for which the recipient's location is individually reported.

Smaller ministries show the same pattern: transfers dominate their operations. Of the Ministry of Agriculture and Agri-Food's $4 billion spend, nearly $3.2 billion is transferred to farmers and other enterprises. Roughly $2.7 billion of those $3.2 billion in transfers can be tracked, and of that $2.7 billion, $570 million went to Alberta-based recipients. For the Ministry of Indigenous Services, from a $26.5 billion spend, $3.2 billion of the $22.8 billion of transfers that could be tracked went to Alberta-based recipients.

4. EXCLUDING FEDERAL SPENDING NOT RELEVANT TO ALBERTA: BASELINE CASE

A separate Alberta would not need to do everything Ottawa does. This section identifies the federal activities we assume it would not replicate and removes them from our cost estimates. Getting these exclusions right matters: including them would overstate what a separate Alberta must spend, while omitting too much would understate it.

Our exclusions apply to non-transfer, non-interest spending only. These are federal operations we assume a separate Alberta would not replicate. Transfers currently made to Alberta-based recipients are maintained throughout, even when they fall within an otherwise excluded activity.

The clearest examples of exclusion are the redistributive transfers made to other governments in Canada. We assume that equalization payments to lower-income provinces and transfers to the northern territories would not exist in a separate Alberta. As such, we exclude the roughly $30 billion in such redistributive transfers made by the Ministry of Finance. Altogether, federal activities entirely excluded from the analysis amount to approximately $43.5 billion in 2024–25, of which approximately $33.2 billion was spent on transfers.

We assume a range of other federal spending would not be replicated in a separate Alberta. In the Ministry of Canadian Heritage, we exclude the national museums,[l] the National Arts Centre Corporation, the National Battlefields Commission and official languages activities. Within Crown-Indigenous Relations and Northern Affairs, we exclude programs such as Northern Affairs and Polar Science and Knowledge.[m] We exclude the entire Ministry of Democratic Institutions as electoral boundaries and election administration are already handled within the province by Elections Alberta. We also exclude activities related to Parliament.[n]

Some exclusions reflect geography rather than function. We exclude the marine navigation, marine operations and response, and fisheries and aquatic ecosystems activities of the Department of Fisheries, Oceans and the Canadian Coast Guard, though some of these functions could be modestly scaled up in a separate Alberta. Other excluded spending includes components of Housing, Infrastructure and Communities Canada, such as the Jacques-Cartier and Champlain Bridges Corporation, the Windsor-Detroit Bridge Authority and the management of other international bridges. We similarly exclude components of Innovation, Science and Industry's portfolio, such as the Canadian Tourism Commission and the regional economic development agencies, with the exception of activity within the Prairies. From Public Services and Procurement, we exclude the National Capital Commission. From Transport Canada, we exclude Marine Atlantic Incorporated, the Federal Bridge Corporation Limited and Via Rail. From Public Safety, we exclude official language protection activities.

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[l] These include: the Canadian Museum for Human Rights, the Canadian Museum of History, the Canadian Museum of Immigration at Pier 21, the Canadian Museum of Nature, the National Gallery of Canada and the Canada Science and Technology Museum.

[m] An example of this would be the High Arctic Research Station.

[n] This includes spending to administer the House of Commons and the Senate, as well as programs related to economic and fiscal analysis and parliamentary security. Similarly, we assume the Office of the Secretary to the Governor General would not be replicated in a separate Alberta.

We exclude nuclear decommissioning, waste management and nuclear laboratories from Environment and Climate Change Canada's portfolio, but keep nuclear regulatory activities given Alberta's signalled interest in the area. This capacity may need to be scaled up in a separate Alberta. Within Global Affairs, we include most activities and assume a separate Alberta would continue spending on international aid at a level proportional to its share of national GDP, consistent with international norms and commitments. The minor exceptions are spending on Great Lakes water-quality management and other shared water-resource management.

Overall, Table 3 identifies the federal spending we assume a separate Alberta would not require, reporting it by ministry. Its "apportionment rule" column shows which of the rules we use to allocate all of the remaining expenditures of each Ministry to Alberta.

Table 3. Excluded Spending and Apportionment Rules, by Total Federal Spending by Ministry

Ministry	Excluded spending (baseline scenario) ($mn)	Excluded spending (alternative scenario) ($mn)	Apportionment rule	Alberta share (%)
Agriculture and Agri-Food	–	264	GDP	16
Canadian Heritage	932	4,725	Population	12
Crown-Indigenous Relations and Northern Affairs	1,042	1,042	Indigenous population	16
Democratic Institutions	317	317	Population	12
Employment and Workforce Development	–	1,331	Population aged 65+	10
Energy and Natural Resources	1,434	4,776	GDP	16
Environment and Climate Change	–	1,662	Population	12
Finance	30,412	30,412	GDP	16
Fisheries, Oceans and the Canadian Coast Guard	4,612	4,612	GDP	16
Global Affairs	9	9	GDP	16
Health	–	9,184	Population	12
Housing, Infrastructure and Communities	1,134	6,788	GDP	16
Immigration, Refugees and Citizenship	–	–	Population	12
Indigenous Services	–	–	Indigenous population	16
Innovation, Science and Industry	1,295	3,345	GDP	16
Justice	–	–	Population	12
National Defence	–	–	GDP	16
National Revenue	–	–	GDP	16
Office of the Governor General's Secretary	30	30	GDP	16
Parks Canada	–	–	GDP	16
Parliament	960	960	GDP	16
Privy Council	–	–	GDP	16
Public Safety	17	17	GDP	16
Public Services and Procurement	151	151	GDP	16
Transport	1,161	1,161	GDP	16
Treasury Board	–	–	GDP	16
Veterans Affairs	–	–	Population	12
Women, Gender Equality and Youth	–	369	Population	12

Ministry	Excluded spending (baseline scenario) ($mn)	Excluded spending (alternative scenario) ($mn)	Apportionment rule	Alberta share (%)
Canada Child Benefit	–	–	Population under 18	14
Employment Insurance Benefits	–	–	Population	12
GST Tax Credit	–	–	Ad hoc	10
Total	**43,504**	**71,155**		

Source: Authors' calculations. See text for details.
Notes: Excluded spending is measured in 2024–25 dollars. "Alberta share" column shows the apportionment applied to determine the province's portion of ministry spending. The GST Tax Credit at 10 per cent is an ad hoc decision we made based on our calculations using Statistics Canada's 2024 accounting.

5. EXCLUDING FEDERAL SPENDING: ALTERNATIVE CASE

Some readers will think our exclusions are too narrow. This section reports a second, more expansive set of exclusions to show how much the bottom line depends on that judgment. We take no position on which set is correct. Making choices among and between all of the current federal programming[o] will involve the kind of protracted political discussion we describe in the technical paper *Alberta Separation: How It Would Work*. When we present the alternative set of more expansive exclusions than we do here, it is purely as a sensitivity test. That is to say, we are asking: is spending more or less sensitive to the exclusion choices that might be made?

To build this broader list, we focused on areas where both orders of government play a role. Our assumption here is that where there is overlap, there may be opportunity to reduce rather than replicate spending as existing provincial ministries absorb the work. Of course, this may not be possible or may not prove politically feasible. And building such a list inevitably involves fallible judgment calls. Again, we make these calls not to take a position, but to illustrate what effect a more aggressive approach to excluding federal programs could have on our final results. In our baseline case, described in the previous section, we excluded $43.5 billion. In our alternative scenario of exclusions, we exclude a little over $71 billion.

The additional exclusions cover a wide variety of federal spending. We highlight only a few here. Within Agriculture and Agri-Food, internal services are excluded, on the presumption that Alberta's existing agricultural operations could manage the relevant transfers and regulatory matters. Canadian Heritage is excluded entirely, except for activities related to regulating and supervising the communications system. Within Employment and Workforce Development, internal services, accessibility standards and occupational health and safety and workplace-relations activities are excluded, as these could be covered within existing provincial capacities. Within Energy and Natural Resources, exclusions cover energy adjudication, energy information and engagement, internal services, science and risk mitigation, sustainable resource development and safety and environmental oversight — activities also potentially performed by Alberta's own energy ministry and regulator. Within Environment and Climate Change, impact assessment, internal services and action on clean growth and climate change are excluded. Notably, most of the spending in these three areas takes the form of transfers, which we continue to include for Alberta recipients.[p]

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o See *Federal Department Spending Modules*, available in Technical Appendices.
p Some of the excluded areas transfer money to Alberta-based people, businesses and other entities. Where this is the case, we keep the full amount. This means the decrease in federal spending we apportion is smaller than the increase in excluded federal spending might suggest.

Box 2: Passports

The Passport Program is funded largely through user fees rather than general revenue. Within Immigration, Refugees and Citizenship Canada's (IRCC) portfolio, gross operating expenditures for Citizenship and Passports were approximately $831 million in 2024–25, with 2,010 full-time-equivalent employees across citizenship and passport activities. About $608 million is fee revenue-funded operations directly, leaving a net federal cost of approximately $222.5 million.

Fees flow through the Passport Program Revolving Fund, which allows revenues to cover operating and capital costs without a new annual appropriation. Passport fees are IRCC's largest fee source. Although designed to be self-financing, expenses have exceeded revenues since COVID-19, though the gap has narrowed. Staffing is projected to decline from just over 2,000 to about 1,730 by decade's end.

In 2024–25, IRCC received approximately 5.4 million applications and issued over five million passports. A separate Alberta would need equivalent processing, secure-production, issuance, fee-collection and financing capacity.

6. ESTIMATING A SEPARATE ALBERTA'S SPENDING

This section brings the previous assumptions together. We report our results in Table 4. In it you can see, ministry by ministry, what a separate Alberta would spend to replicate today's federal transfers, services and programs. The total is approximately $68.6 billion. We also report national-level federal non-transfer and non-interest spending in the table for context. We adjust our baseline estimate in later sections, but this is the starting point for everything that follows. The total includes spending in three areas.

The first is operations. There is $130.7 billion in federal non-transfer, non-interest spending to apportion between Alberta and the RoC. Of that, a separate Alberta would need $20.2 billion, or 15.5 per cent of the total, to replicate current federal programs and operations. This is more than is currently spent in Alberta by the federal government, but this increase is not due to any presumed loss of efficiency or economies of scale. We turn to those issues shortly. At this point, the higher cost here is because many federal services and activities are located elsewhere in Canada. Essentially, the province today imports various public services that it would no longer be able to if it separated. It would need to undertake those activities within its own borders.

The second is transfers, at $42 billion. We hold these fixed, consistent with our starting assumption that a separate Alberta would replicate current federal benefits. This includes transfers to people, businesses and other entities, and also transfers currently flowing to the GoA through various federal-provincial programs. We include transfers to the GoA here because they are federal expenditures, though from the perspective of a separate Alberta they would represent forgone revenues.

The third is debt service, at $6.4 billion, where we apportion a separate Alberta's interest payments on existing federal debt on a per capita basis.[q]

In total, we estimate that the cost to a separate Alberta to replicate current federal activities would be $68.6 billion.

[q] Each percentage-point change in the share of federal debt allocated to a separate Alberta would move this by roughly $530 million. See our discussion in section 2 on the implications of applying rules other than the per capita rule to apportioning federal debt.

Table 4. Estimated Additional Costs for a Separate Alberta, Before Adjustments, 2026–27

Ministry	Net national non-transfer and non-interest spending ($mn)	Alberta non-transfer and non-interest spending ($mn)	Alberta transfers ($mn)	Alberta interest costs ($mn)	Alberta total ($mn)
Agriculture and Agri-Food	817	131	590	–	721
Canadian Heritage	1,155	139	51	–	190
Crown-Indigenous Relations and Northern Affairs	1,470	235	721	–	957
Democratic Institutions	–	–	–	–	–
Employment and Workforce Development	3,015	302	10,642	–	10,944
Energy and Natural Resources	1,168	187	213	–	400
Environment and Climate Change	937	112	62	–	174
Finance	3,582	573	9,005	6,350	15,928
Fisheries, Oceans and the Canadian Coast Guard	218	35	6	–	40
Global Affairs	2,662	426	479	–	905
Health	4,319	518	837	–	1,356
Housing, Infrastructure and Communities	4,122	660	729	4	1,392
Immigration, Refugees and Citizenship	2,282	274	157	–	431
Indigenous Services	3,295	527	2,969	–	3,497
Innovation, Science and Industry	4,862	778	1,241	–	2,019
Justice	2,042	245	76	–	321
National Defence	49,274	7,884	360	11	8,255
National Revenue	5,916	946	3,907	–	4,853
Office of the Governor General's Secretary	–	–	–	–	–
Parks Canada	1,196	191	12	–	204
Parliament	–	–	–	–	–
Privy Council	413	66	–	–	66
Public Safety	14,552	2,328	85	–	2,414
Public Services and Procurement	7,403	1,185	40	12	1,236
Transport	1,730	277	83	–	360
Treasury Board	11,936	1,910	–	–	1,910
Veterans Affairs	2,218	266	713	–	979
Women, Gender Equality and Youth	75	9	33	–	42
Canada Child Benefit	–	–	4,340	–	4,340
Employment Insurance Benefits	–	–	3,828	–	3,828
GST Tax Credit	–	–	867	–	867
Total	**130,657**	**20,203**	**42,048**	**6,377**	**68,628**

Ministry	Net national non-transfer and non-interest spending ($mn)	Alberta non-transfer and non-interest spending ($mn)	Alberta transfers ($mn)	Alberta interest costs ($mn)	Alberta total ($mn)
Sensitivity to Alternative Assumptions					
i. Uniform per capita apportionment	–	*15,679*	*43,625*	*6,377*	*65,681*
ii. Uniform GDP apportionment	–	*20,905*	*47,844*	*6,377*	*75,126*
iii. GDP for defence, per capita for the rest	–	*17,650*	*43,714*	*6,377*	*67,740*
iv. Using the alternative exclusions	–	*18,659*	*42,048*	*6,377*	*67,084*
v. Higher government efficiency in Alberta (+10%)	–	*19,083*	*42,048*	*6,377*	*67,508*
vi. Lower government efficiency in Alberta (-10%)	–	*21,435*	*42,048*	*6,377*	*69,860*
vii. Lower federal debt allocation (10%)	–	*20,202*	*42,048*	*5,314*	*67,563*
viii. Higher federal debt allocation (16%)	–	*20,202*	*42,048*	*8,503*	*70,753*

Source: Authors' calculations. See text for details.
Notes: "Net spending to apportion" is each ministry's non-transfer, non-interest, non-excluded spending, adjusted to 2026–27 levels. Alberta transfers are transfers to Alberta-based recipients, held fixed. Interest costs are apportioned per capita. Figures may not sum due to rounding.

It is important to note our $68.6 billion estimate for 2026 represents more spending than currently takes place in the province. If we project forward Statistics Canada's estimates from 2024 into 2026, based on the federal government's own spending plans, we estimate the federal government would spend roughly $56.9 billion in Alberta. This means, in our raw estimate, the cost of replicating federal services in a separate Alberta would be approximately $11.7 billion more than what the federal government currently spends in the province.

7. HOW SENSITIVE IS THE BASELINE ESTIMATE TO ALTERNATIVE ASSUMPTIONS?

This $11.7 billion baseline rests on a series of judgment calls: which apportionment rule applies to which ministry, which federal activities a separate Alberta would drop, how efficiently it would operate and what share of federal debt it would carry. This section tests how much the bottom line depends on each of these assumptions. The lower panel of Table 4 reports eight alternatives, labelled *i* through *viii*.

The short answer is that most of these choices make little difference. Six of the eight scenarios put total spending between $67.1 billion and $70.8 billion, against our baseline estimate of $68.6 billion. This is a swing of no more than a few per cent. The exceptions are the two single-rule apportionment cases, *i* and *ii* in Table 4. Under these scenarios, we see a wider range from a low of $65.7 billion to a high of $75.1 billion. All of these sensitivity scenarios suggest our baseline estimate is not unreasonable.

Apportionment rules — Scenarios *i* and *ii* apply a single rule to every ministry and benefit program: straight per capita in *i*, straight GDP in *ii*. On non-transfer, non-interest spending, the per capita rule in *i* gives $15.7 billion against our mixed-rule baseline of $20.2 billion. This creates a gap of about $4.5 billion. The GDP rule in *ii* gives $20.9 billion, almost identical to the baseline. This is expected as we apply the GDP rule to most ministries, including National Defence, which is the largest item. Since NATO spending targets are expressed as a share of GDP, this seems appropriate. The totals move differently because these rules also apportion transfers that cannot be tracked to a location in the Public

Accounts. Under *i*, total spending falls to $65.7 billion, roughly $3 billion below baseline. Under *ii*, it rises to $75.1 billion, roughly $6.5 billion above. Almost all of that $6.5 billion comes from the transfer column, not from operations.

Scenario *iii* sits between the two: per capita apportionment for all ministries except National Defence, which retains its GDP-based allocation. This gives total spending of $67.7 billion.

Exclusions — Scenario *iv* adopts the more expansive exclusions described previously. Those exclusions remove a little over $71 billion of current federal spending, against roughly $44 billion in the baseline. Yet Alberta's apportioned non-transfer, non-interest spending falls only from $20.2 billion to $18.7 billion, and total spending from $68.6 billion to $67.1 billion. The effect on the bottom line is about $1.5 billion, or two per cent. It is small because most of the additionally excluded spending finances transfers to Alberta-based people, businesses and other entities, which our baseline assumption says we must hold constant. Only the operational component drops out.

Government efficiency — How well a separate Alberta would administer its new responsibilities is an open question. Some hold the view that the GoA operates more efficiently than other governments, notwithstanding its historically high levels of spending. On that view, a separate Alberta could deliver current federal services for less than Ottawa spends today. Others take the opposite position. We take no side, and report scenarios *v* and *vi* so readers on both sides can see what is at stake. We apply the adjustment to all apportioned operations except defence, since we assume defence spending is set as a share of GDP rather than built up from the cost of delivering a given capability — efficiency gains there would buy more defence, not cost less. A 10 per cent efficiency gain (*v*) lowers non-transfer, non-interest spending to $19.1 billion; a 10 per cent deterioration (*vi*) raises it to $21.4 billion. Including transfers and interest, total spending ranges from $67.5 billion to $69.9 billion.

Box 3: NAV Canada

Air navigation services are no longer a federal expenditure. Air traffic control, flight information and related services were transferred from Transport Canada in 1996 under the Civil Air Navigation Services Commercialization Act, which authorized the sale of the system to NAV CANADA, a private non-share capital corporation, for $1.5 billion. NAV CANADA is not an agent of the Crown, receives no federal appropriation and funds itself through charges to aircraft operators.

In fiscal 2025, NAV CANADA collected $1.8 billion in customer service charges against operating expenses of just over $1.7 billion, plus minor other expenses. The act requires charges to reflect financial requirements rather than generate excess revenue. Federal funding is limited, including some support through the National Trade Corridors Fund. Separately, Transport Canada spends nearly $230 million on aviation safety and regulatory activities.

The act gives NAV CANADA a legal monopoly over air traffic control and aeronautical information services in Canadian airspace. One of its seven area control centres is in Edmonton, although its flight information region extends beyond Alberta; roughly 14 per cent of national air traffic passes through the province.

A separate Alberta would inherit no direct spending line but would need to negotiate continued service, remain within a Canada-wide system or establish its own provider. Airport security is discussed separately.

Debt allocation — Scenarios *vii* and *viii* use an historical expenditure share of 10 per cent as a lower bookend and a GDP share of 16 per cent as an upper bookend, against a baseline per capita share of 12 per cent. The smaller share (*vii*) lowers interest costs by over $1 billion to $5.3 billion, and total spending to $67.6 billion. The larger share (*viii*) raises interest costs to $8.5 billion and total spending to $70.8 billion.

8. NEW COSTS OF SEPARATION

The raw estimate in Table 4 describes what a separate Alberta would spend in an ordinary year once it was up and running. Getting there would cost more. Ongoing uncertainty and the inherent riskiness of a smaller jurisdiction may add more still. This section adds four things that the raw estimate leaves out:

1. The capital a new government would need to buy;
2. The one-time cost of building institutions and administrative capacity;
3. The higher interest rates a new state would likely pay on its debt; and
4. The consequences of losing some economies of scale that the larger federal government may now enjoy relative to a separate Alberta.[r]

Total start-up costs would depend on a range of administrative, logistical and operational decisions made as new ministries, operations and programs are established. No estimate, no matter how nuanced, can predict all these choices. Our goal is to provide a rough sense of how big the costs could be.

8.1 START-UP CAPITAL COSTS

A separate Alberta would need buildings, equipment and other physical assets to run what are today federal operations. In this subsection, we estimate how much of that capital it would have to acquire after assuming it would likely inherit some at separation. Our estimate is roughly $30 billion, which would add about $1 billion a year in debt-service costs.

In 2024–25, the federal government owned nearly $226 billion worth of tangible capital when valued at cost. This figure is before deducting accumulated amortization.[s] Of that total, over $108 billion is held by National Defence. The remainder is owned across several other ministries, most notably Public Services and Procurement; Public Safety; Transport; and Housing, Infrastructure and Communities. Capital assets are also held by Fisheries and Oceans, the Canadian Coast Guard and Canadian Heritage. Consistent with the exclusions we described previously, we will exclude approximately $23 billion of capital assets held by ministries whose activities a separate Alberta is unlikely to replicate. We use the share of each excluded ministry's overall spending that we developed previously to estimate how much capital to exclude. This leaves approximately $205 billion worth of federal government-owned capital to apportion between Alberta and the RoC as we work towards an estimate of a separate Alberta's tangible capital requirements.

That $205 billion represents approximately $1.74 of capital per dollar of overall non-interest and non-transfer spending to be apportioned — corresponding to $118 billion in 2024–25. Applying that ratio to the $20.2 billion in spending apportioned to Alberta yields required capital of $35.1 billion.

Because a separate Alberta would need to establish its own capital holdings, the at-cost figure is an underestimate of the cost of acquiring equivalent capital. These Public Accounts values are not replacement-cost estimates but purchase costs, potentially incurred many years ago. Increases in the price of property, materials and so on since those purchases were made would naturally raise the true cost of acquisition — potentially dramatically so. We therefore apply a simple adjustment to better reflect the current cost of replacing such capital. Assuming the average age of government capital is approximately six years,[t] and using the implicit price index on general government gross fixed capital formation from Statistics Canada,[7] the current replacement cost for capital may be approximately

[r] In public finance, economy of scale refers to the phenomenon where the average cost of providing a public good or service drops as the population or output increases.

[s] After deducting amortization, the Public Accounts report the value of tangible assets at $115 billion.

[t] This value is roughly consistent with depreciation values reported by Statistics Canada.[6]

25 per cent higher than the at-cost, or book value, of that capital.[u] Some assets depreciate more quickly than others. The average age of buildings will be far older than office equipment, for example. This six-year value is simply a conservative average value, but one that raises the replacement cost of capital from $35.1 billion to $44 billion.

A separate Alberta would not have to buy all of it. As we assumed with federal net debt, we also assume that a share of Government of Canada physical assets would be transferred to Alberta at the time of separation. Physical assets within the province itself, for example, plus potentially other assets (or financial compensation in lieu of the actual physical assets, or credit against the share of national debt) could be transferred. There are insufficient public data on the location of federal assets to derive a precise calculation of this. The best available estimate from Statistics Canada suggests approximately two per cent of federal infrastructure assets (excluding health and defence) are in Alberta while just over 13 per cent of defence-related infrastructure assets are in the province.[v] But if a separate Alberta received the equivalent of its per capita share of federal assets,[w] taking into account amortization and regardless of where that capital was located, then it would receive approximately $14 billion. Based on this, we estimate the incremental capital costs for a separate Alberta at approximately $30 billion.

This rests on one key assumption: that these activities would be as capital-intensive in a separate Alberta as they are federally today. We do not break the assets down by function or type. They range from office equipment in government ministries to fighter jets and other specialized military hardware. How a separate Alberta would prioritize such purchases is another policy choice the newly formed country would need to contend with.

Defence is a special case. As we noted at the end of the technical paper on how separation would work in terms of considerations and processes, weapons and other defence hardware may well be removed from the province by the federal government before or shortly after a separation vote. A separate Alberta would then

Box 4. Cost of a Separate Currency and Central Bank

As discussed in the technical paper on economic impacts, establishing a separate currency and central bank to conduct monetary policy would likely be an important undertaking for a separate Alberta. Currency management and central banking typically generate positive cash flows for governments, which is why neither a mint nor central bank is explicitly modelled among the costs in the present paper.

The Royal Canadian Mint recorded $127 million in gross profit in 2025, with revenues principally from bullion. Circulating coin production accounts for little of its overall revenue. Coin denominations would be a policy choice for a future Alberta government. Provided face values meaningfully exceed production costs, a future Alberta mint could generate a positive balance. Banknotes are similar: in 2019, the Bank of Canada spent approximately $61 million on banknote research, production and processing, against total expenses of approximately $580 million.

Central banks earn revenue mainly from investment income on financial securities, largely government bonds. Expenses include interest paid on deposits held mainly by financial institutions and normal operating costs. Central banks generally earn profits, although losses can occur. The Bank of Canada's only losses followed the unusual circumstances of the COVID-19 pandemic, when rapidly rising interest rates followed its quantitative easing program; it has since returned to profitability. Structurally, income-generating assets are partly financed through banknotes, which carry no interest cost.

Using the Bank of Canada's 2019 financial position as a pre-pandemic base, and assuming a Bank of Alberta operated at a similar scale relative to GDP, implies assets and liabilities of approximately $19 billion. Under these assumptions, it could generate net income of roughly $200 million annually, potentially remitted to the Alberta government as dividends.

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u This reflects the 2024 implicit price index for general government gross fixed capital formation relative to 2018.
v Source: Authors' calculations using Statistics Canada.[8]
w As with federal debt, apportionment of federal assets could also be based on other criteria, such as GDP, or Alberta's historical net contribution to Confederation.

set its own defence capacity and fund it from its overall spending, consistent with two per cent of GDP today, rising to five per cent by 2035. How it divides that spending between personnel, maintenance and capital would be a policy choice for a future government. That choice would matter a great deal for the effectiveness of any future force, but far less for the fiscal bottom line. If the spending target is set as a share of the economy, replacing removed assets is a question of allocation rather than addition.

The magnitudes involved are manageable. The Parliamentary Budget Officer recently estimated the total nominal cost of Canada's F-35 procurement at roughly $74 billion over four decades, including acquisition, operations and disposal, for a fleet of 88 aircraft. Scaled to a fleet of roughly 24 aircraft, and discounting future cash flows by four per cent, this is roughly equivalent for Alberta of approximately 0.1 per cent of GDP annually over the same period. Whether that fleet size makes sense, and whether alternative aircraft or suppliers would serve better, is beyond the scope of this report. A future government may wish to ensure military capabilities are on par with those provided currently through the federal government. Fulfilling that wish may, or may not, involve spending greater than the two per cent of GDP levels we assume here.

In any case, these one-time start-up costs affect our estimates of the total amount a separate Alberta would spend annually. The start-up costs would increase the overall level of public debt in the province. Using 3.1 per cent[x] as the cost of credit to finance start-up costs of $30 billion, we estimate an additional $0.9 billion in debt-service costs over and above our original baseline estimate from earlier in this paper.

8.2 NON-CAPITAL TRANSITION COSTS

Buying capital is only part of standing up a new government. This subsection estimates the cost of building the institutional and administrative capacity to operate. We peg this at somewhere between $10 billion and $25 billion over five years, which brings total start-up costs to between $40 billion and $55 billion.

Non-capital costs include temporary staff and consultants to provide necessary policy and regulatory advice to the newly enlarged public service, the establishment of back-office systems (especially information technology, payment systems and the like), project management and implementation support, organizational transition activities, training programs and a long list of others. These costs would vary considerably by ministry, depending on the degree of specialization and technical expertise required, and on how long the transitions take.

Estimating all of the human resource costs involved — new hires, wage levels, contract lengths, external consultancy arrangements and so on — is beyond what we can do in this report. We can, however, estimate a sense of the numbers likely to be involved. A reasonable range of estimates might involve additional spending of somewhere between 10 and 25 per cent of the operations a separate Alberta would take over from the federal government. We assume this transitional work would likely continue for five years. If we translate that 10 to 25 per cent into the $20.2 billion in spending that the raw estimate apportions to a separate Alberta looking to replicate federal activities, we get between $2 billion and $5 billion per year in added costs. Over five years, that totals between $10 billion to $25 billion. As always, this is a conservative estimate, and it needs to be added to the $30 billion of capital costs described previously.

> **If we take the two items together — capital and transition spending — start-up costs would be between approximately $40 billion and $55 billion.**

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[x] 3.1 per cent is the effective interest rate on GoA debt for fiscal year 2026–27. This calculation represents the ratio of debt servicing costs of $3.41 billion for 2026–27 relative to the stock of debt as of March 31, 2026, of $110.83 billion. Source: GoA.[9, p. 163]

That range compares reasonably well to estimates from other separation debates. The total transition spending represents between 0.4 per cent and 0.55 per cent of a separate Alberta's GDP over the first five years. Estimates for Quebec and Scotland have put the start-up costs of a new state at roughly one per cent of GDP.[10] We take no stand on where in this range a separate Alberta might find itself. The borrowing cost implications are material in either case. Interest costs associated with $40 billion in start-up costs would be approximately $1.24 billion per year in the years after the transition concludes. If non-capital transition costs are instead on the higher end, and overall start-up costs come to $55 billion, then the resulting interest would cost $1.71 billion per year. The mid-point between these two estimates is $1.5 billion in additional annual interest costs.

8.3 HIGHER BORROWING COSTS

In the preceding subsections, we have assumed a separate Alberta borrows at the rate the province pays today. It probably would not. Here, we estimate that the risk premium lenders would demand of the new country would cost an additional $3 billion per year in debt-service costs.

Lenders would likely demand a higher premium to compensate for the perceived risks and uncertainties of dealing with a new, small state. Quebec's Ministry of Finance estimates that heightened uncertainty surrounding the potential for a separation referendum in the province has already increased provincial borrowing costs by approximately 0.05 percentage points — an increase due only to anticipation rather than actual separation.[11] An actual separation would likely produce increases in risk premiums larger than this. The loss of the implicit federal guarantee of provincial debts alone (which currently holds borrowing costs below what markets would otherwise charge provinces) contributes meaningfully to the higher borrowing cost a separate Alberta would face.

For Scotland, the U.K. National Institute of Economic and Social Research calculated an independent Scottish state would face between 0.72 and 1.65 percentage points in higher borrowing costs.[12] This is a material increase in borrowing costs that would translate into significant increases in debt-service expenses, given the scale of debt a separate Alberta would carry. To be conservative, as discussed in *Economic Impacts*, we assume a separate Alberta would face a 72 basis-point increase in the cost of servicing public debt. Also, as discussed previously, we increase the cost of servicing federal debt a separate Alberta would take on to reflect the gap between provincial and federal borrowing costs.

Box 5: National Defence

National Defence is a major federal expenditure. In 2024–25, total ministry spending exceeded $35 billion, including more than $33.9 billion for the Department of National Defence itself, with the Communications Security Establishment and two smaller review bodies accounting for the remainder.

Canada's overall defence spending extends beyond the ministry. The Canadian Coast Guard, for example, counts toward Canada's NATO commitment. NATO estimates Canada's total defence expenditure at $62.7 billion in 2025, or 2.01 per cent of GDP, up from 1.2 per cent in 2022. Further increases are planned: Canada and other NATO members have committed to spending 3.5 per cent of GDP on core military activities, plus another 1.5 per cent on defence-related investments such as critical infrastructure, civil preparedness and resilience and the defence industrial base.

For Alberta, two per cent of GDP is approximately $10 billion annually, while 3.5 per cent is nearly $18 billion. Assuming a separate Alberta maintained comparable international commitments, defence would therefore create significant budget pressure. Similar pressures exist outside NATO: New Zealand targets two per cent of GDP, while Australia aims for three per cent by 2033. This report conservatively models military spending at roughly two per cent of GDP, although the relevant benchmark could be higher by the time separation occurred.

Separation would also create institutional and logistical challenges. Alberta would not automatically inherit a defence workforce or share of existing capital assets, while headquarters, procurement and information-technology capacity are concentrated in Ottawa and Gatineau. A new force would therefore require new arrangements for staffing, infrastructure, procurement and administration.

This increase in borrowing costs has a considerable effect. The province's current gross taxpayer-supported debt is anticipated to be around $115 billion by the end of the 2026–27 fiscal year. Adding the $40 billion to $55 billion in estimated start-up costs we described in 8.2, the total would be between $155 billion and $170 billion. If we then also add in the province's assumed per capita share of federal debt, taking into account financial assets, we find that total public debt for a separate Alberta is between $345 billion and $360 billion. This is roughly 67 per cent of GDP.

Applying the higher rates of interest to a separate Alberta's higher debt load would raise annual debt-service costs by approximately $3.5 billion per year.

Over time, a separate Alberta might establish a strong fiscal track record and therefore see borrowing costs fall. But as a smaller jurisdiction subject to considerably higher economic and fiscal shocks,[y] stabilizing public finances in a separate Alberta may take decades and a fundamental realignment of fiscal policy. The options for creating that fiscal policy are beyond the scope of this report and would be in the hands of the new country's community and government.

Our $3.5 billion baseline estimate is a mid-line case. There is, as the analysis of Scotland showed, potential for much higher increases in borrowing costs. If a separate Alberta encountered these levels, the costs would be roughly $6.9 billion per year or nearly double our baseline estimate.

8.4 ECONOMIES OF SCALE AND OTHER CONTINGENCIES

Governments serving smaller populations tend to spend more per person on operations. A separate Alberta, running border services, a revenue agency and other functions for five million people rather than 42 million, would potentially face costs above what our per capita or GDP apportionment rules produce. Fixed costs and certain other administrative costs would naturally, on a per-person basis, be higher for activities serving a smaller population than they would be serving a larger population. We cannot quantify this precisely. The international and interprovincial evidence we reviewed for this report supports the idea that scale of service has an effect. But it does not provide a firm number, and so we have no basis for saying which ministries would bear the largest losses.

We therefore make no adjustment to the ministry-level figures. Instead, we add a single line of $1.5 billion to the overall cost of separation. It stands for two things: the likelihood that a smaller government might lose some economies of scale, and the ordinary contingency that any estimate of this kind requires. A contingency may also serve to capture the potential for higher provincial costs due to economic changes that separation may cause. Our estimates hold program design and generosity fixed, which also implicitly holds the economy fixed. Several categories of spending would rise if economic activity declined. Social assistance and related support programs, for example, increase as the economy slows. Given the economic disruptions described earlier in this report, that possibility is material. We do not attempt to quantify it, however, but readers should understand our $1.5 billion estimate as standing in part for this kind of risk as well.

The figure is deliberately modest at roughly 2.5 per cent of the total increase in spending we estimate for a separate Alberta. This is roughly one per cent of the final total spending. Readers who doubt the likelihood of these costs can subtract them, and readers who think them too low can add more.

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[y] See Section 3.1 and especially Figure 2.1. within the technical paper *The Economic Implications of Separation*.

9. OTHER SPENDING CONSIDERATIONS

Several considerations bear on the fiscal impact of separation but do not appear in our main estimates. In some cases, we could not model them, or they are not items normally included within the government's budget. In others, we were not confident enough in the modelling to include a number. This section describes these considerations. Some of them would raise spending; some would not.

9.1 DEBT GUARANTEES

In addition to the federal net debt that we have apportioned on a per capita basis in our spending estimates, there are a large number of loan guarantees that the federal government has extended to various entities across the country. It is unclear how such guarantees would be apportioned to a separate Alberta, and so we raise them here as a consideration rather than including them in our estimates.

In fiscal year 2024–25, the value of federal debt guarantees exceeded $642 billion. $312 billion of this total backed the borrowings of Crown corporations and government business enterprises. Of the remaining $330 billion, most was accounted for by roughly $315 billion in Canada Mortgage Bonds and guarantees through the Department of Finance providing mortgage insurance protection. The remainder comprised guarantees supporting the Lower Churchill Projects, small-business lending under the Canada Small Business Financing Act, housing lending through the Canada Mortgage and Housing Corporation, advance payments to agricultural producers under the Agricultural Marketing Programs Act and a variety of smaller commitments.

These guarantees tend not to appear as public debt and so they have no effect on the province's annual borrowing costs. Depending on future economic circumstances, however, the guarantees might represent a financial cost to a future government. They might also influence lenders' perceptions of a separate Alberta's creditworthiness: at potentially as much as 10 per cent of GDP, these contingent liabilities could be a factor considered by credit rating agencies.

9.2 A SEPARATE ALBERTA PENSION PLAN

Pensions in the context of separation have been well analyzed. Unlike many of the other spending factors we have discussed, there is in fact a legal mechanism for a province to leave the Canada Pension Plan (CPP). Any province may leave with three years' notice, and Quebec opted never to join. However, we have not included the costs of administering a public pension plan, or the cost of benefits, in our estimates because the CPP is not exclusively a federal entity and as such is not included in the Public Accounts. Nonetheless, a separate Alberta would likely need to stand up its own pension plan. A key consideration here is the level of worker contribution rather than implications for the broader government budget: how much would a worker in a separate Alberta need to contribute to create a stable pension plan?

The CPP is a partially funded plan whose sustainability is evaluated using a "minimum contribution rate," the lowest constant rate consistent with long-term sustainability. In practice, this is the rate that keeps the projected ratio of plan assets to expenditures stable over a long horizon.[z] Estimating this rate for a separate Alberta pension plan (APP) requires long-term projections of the province's population and economy. We conducted these projections using a model of Alberta's population, with age- and sex-specific fertility, mortality and migration rates calibrated to recent Statistics Canada data. Our baseline assumptions included a long-term total fertility rate of just under 1.8 after taking into account migration of one per cent of the population annually and mortality improvement rates that matched those used in the CPP's 31st actuarial report. We also mirrored the earnings, benefit indexation and investment return assumptions made by the CPP where possible. On this basis, the minimum contribution rate estimated

[z] More technically, this rate is the ratio of the present value of future benefit expenditures to the present value of future contributed earnings, reduced by a factor reflecting the plan's initial assets relative to future obligations.

by Dr. Trevor Tombe[13] for a separate APP is approximately 1.3 percentage points below the CPP's. This difference is attributable to Alberta's younger population; the province's median age is three years below the rest of the country, which raises the present value of contributory earnings relative to benefits. For a hypothetical young worker earning the maximum pensionable amount, this is equivalent to an implied rate of return on contributions approximately 0.5 percentage points higher. Rather than using this half per cent to lower contributions, it could also fund higher benefits, but the scope for increases is modest. An increase in benefits equivalent to roughly a 10 per cent increase in the present value of plan expenditures would eliminate the gap entirely. The value of this contribution rate reduction for the median employee in Alberta is approximately $326 per year. In aggregate, we estimate the reduced contributions would equal $1.7 billion in 2026–27. This will become one component of the analysis that we present in the technical pape *The Fiscal Implications of Separation: Revenues and Fiscal Balance*.

An important determinant of these results is the share of CPP assets transferred to a separate plan. The governing provision of the CPP Act entitles a withdrawing province to its contributions, plus the part of the plan's net investment returns "derived from" those contributions, less benefits paid and a share of administrative costs — but "derived from" is not defined, and there is some ambiguity in how it should be interpreted. An historically grounded interpretation[aa] strongly suggests apportioning investment income in proportion to gross provincial contribution shares. This implies roughly 20 to 25 per cent of CPP assets would flow to a separate Alberta's pension plan (SAPP). The Chief Actuary of Canada came to the same interpretation, and although they were not explicit about the resulting asset split, their interpretation was consistent with between 20 and 25 per cent.[14] Some legal and political uncertainty is nonetheless likely unavoidable. Notwithstanding the Chief Actuary's findings, the federal Minister of Finance retains interpretive flexibility, the act could be amended, and the courts may need to weigh in.

Box 6: Canada Post Corporation

Canada's mail and parcel delivery service is provided by Canada Post Corporation, a federal Crown corporation with a statutory mandate to serve every address on a self-sustaining basis. Canada Post recorded a $1.6 billion pre-tax loss in 2025 on $5.8 billion in revenue and $7.4 billion in operating costs, and has lost money every year since 2018, totalling $5.4 billion. Labour accounts for roughly two-thirds of operating costs. Because Canada Post is intended to fund itself through postal revenue rather than appropriations, it is not included in this report's expenditure estimates.

Canada Post does not publish provincial revenue, costs, volumes or staffing. Alberta has roughly 1/10th of Canada's post offices, anchored by major processing facilities in Calgary and Edmonton, with coverage per resident near the national average.

Under its mandate, Canada Post must deliver to every address, including rural and remote locations where per-address costs are substantially higher. It is also subject to a longstanding federal moratorium on closing rural post offices. A separate Alberta would assume its share of this obligation while acquiring only facilities located within the province, rather than operating within a broader national network. Existing employees, currently covered by national collective agreements, would not automatically transfer.

Mail between Alberta and Canada would also cease to be domestic. Unless a postal agreement were negotiated, it could move toward international pricing and settlement through the Universal Postal Union, which Alberta would first need to join. While Alberta does not currently fund Canada Post through taxation, the central operational challenge for the new country would be maintaining universal service, particularly on rural routes that currently operate at a loss.

[aa] In other words: an interpretation supported by a reading of the text of the Canada Pension Plan Act consistent with the principles of statutory interpretation.

These potential gains must be weighed against risks that a smaller plan pools less effectively than the CPP. Investment returns matter most: each one percentage point decrease in real returns raises the required contribution rate by approximately 1.2 percentage points. When we simulated volatile returns, we found an approximately 37 per cent probability that a SAPP's minimum contribution rate would exceed that of the CPP. A SAPP would also have weaker institutional protections, since Alberta alone could alter its investment board's mandate unilaterally while the CPP requires broad agreement across provincial and federal governments. Demographics also matter, as positive net migration accounts for close to two-thirds of the pension advantage. Migration flows would likely be materially affected by Alberta separating from Canada.[ab]

The operating costs of a SAPP compared to the current CPP are also a consideration. Some have raised concerns about the relatively higher cost of the CPP, where operating expenditures associated with the base CPP were $750 million in 2026. For context, this was approximately 0.077 per cent of total employment earnings. Put another way, of the total combined contributions made by workers and businesses into the plan, less than 0.1 per cent went to plan operating costs. At this low an operating cost, the potential for a more efficiently run SAPP would have limited implications for the contributions required to sustain the plan.

A related but separate point concerns the expense ratio of the CPP Investment Board. The Board's operating costs, plus external management fees, add up to one per cent of CPP net investments. As the plan's overall performance has not significantly outpaced its benchmark returns, the possibility of a leaner SAPP that better economizes on external management fees could provide an advantage for a separate Alberta. To illustrate, based on the sensitivity results in the Chief Actuary of Canada's 32nd report on the CPP, with a 0.5 percentage-point reduction in the plan's overall expense ratio (or equivalently, a 0.5 percentage point increase in the plan's real rate of return), the sustainable contribution rate could be lowered by more than 0.6 percentage points, equally split between employers and workers. Such an efficiency improvement may or may not be possible. Further, it would be a big leap to assume not only that it was possible, but that a SAPP would achieve it. A less efficiently run plan is as much of a possibility, as is the chance that a SAPP's investment board makes investment decisions by considering factors and outcomes other than maximizing plan returns.

9.3 FEDERAL PUBLIC-SECTOR PENSION PLAN DEFICITS

A separate Alberta may be liable for a share of Canada's public-service pension plans, including not just federal public servants, but members of the RCMP and Canadian Armed Forces.[ac] The specific details would be subject to negotiation, along with complex considerations and calculations that go beyond the scope of this report. To illustrate potential magnitudes, however, Alberta's per capita share of the total deficit[ad] across the various federal pension funds is equivalent to approximately $9 billion. If a separate Alberta were to fund that amount through a single payment to the Government of Canada upon separation, it would increase Alberta's initial public debt by that amount, leading to higher debt-service costs.

[ab] For more on migration flows, see the technical paper *The Economic Implications of Separation*

[ac] The federal government administers several public-sector pension plans, covering employees of the public service and certain public service boards, commissions and corporations, as well as public servants of the territorial governments. These include the Public Service Pension Plan, the Royal Canadian Mounted Police Pension Plan, the Canadian Armed Forces Regular Force Pension Plan and the Canadian Armed Forces Reserve Force Pension Plan. In 2025, there were approximately 766,000 members across the various plans.[5]

[ad] While most benefits are funded, and the plans have accumulated considerable assets to support them, there remains a meaningful deficit to be financed by the Government of Canada. Consider the Public Service Pension Plan, the largest of them. As of March 31, 2025, it had total assets available for benefits of approximately $220 billion against pension obligations of just under $253 billion — obligations that include nearly $90 billion in unfunded commitments. The gap between available assets and total obligations amounted therefore to $33 billion at the end of that fiscal year. A similar gap exists across all the federal public-sector pension plans, with the sole exception of the Canadian Armed Forces Reserve Force plan. In total, pension obligations across the plans exceeded net assets available for benefits by $72.5 billion as of March 31, 2025.

We have not included these values in our estimates. There is simply too much uncertainty over what Alberta's withdrawal would mean for these plans, and over how any deficits would be financed by a separate Alberta. As with the debt guarantees discussed earlier, this consideration is best understood as a potential liability that would raise a separate Alberta's spending. It is, however, not a factor we can incorporate in an estimate with confidence.

9.4 PUBLIC DEBT, VOLATILITY AND FISCAL RISK

Our estimates have shown that a separate Alberta would carry more public debt. There are implications to this elevated debt that go beyond the costs of borrowing that we have factored into our estimates. Higher public debt also exposes its government to greater fiscal risk.[ae] Specifically, as a gap opens between a separate Alberta's projected budget and actual performance, the size of the debt and the costs to service it further exacerbate volatility.[af] There is no spending line to keep track of this risk; rather, it is managed with tight fiscal policy and restraint and so we have not included it in our estimates but instead as a consideration here. A rough calculation of the kind of discipline a separate Alberta would need to exercise to hedge against this risk is $5 billion per year.[ag]

[ae] This is the possibility that a government's actual financial results will differ from what was expected in its budget.

[af] To understand this clearly, consider first how public debt evolves over time. Debt as a share of GDP rises or falls depending on two things: the primary balance (revenues less program spending, excluding interest) and the difference between the interest rate a government pays on its debt and the rate at which its economy grows. When interest rates exceed growth rates, existing debt compounds faster than the economy expands, and the debt ratio rises unless offset by primary surpluses. When growth exceeds interest rates, the reverse holds. In a world where these rates were known and constant, assessing sustainability would be straightforward: one could calculate the permanent fiscal adjustment required to keep the debt ratio from rising over some horizon, and if the growth-interest differential and the primary balance were both zero, no adjustment would be needed at all.

But interest rates and growth rates are not known and constant — they fluctuate, and this matters in a way that is not always obvious. Volatility in economic fundamentals is not neutral for public debt. Because shocks compound over time, the range of possible future debt levels widens dramatically as the horizon extends, and the resulting distribution is skewed: bad outcomes that ratchet debt upwards have a bigger effect than good outcomes that do the reverse. Even when growth and interest rates are equal on average, volatility alone causes expected debt to drift upward over time. Prudent fiscal policy must therefore lean against this drift, running primary balances that would appear unnecessarily tight if one looked only at average conditions. Two factors determine how much leaning is required. The first is the degree of volatility. The second is the level of debt. What is especially important is that the fiscal risk created by volatile fundamentals scales with the square of the initial debt ratio.

A government with twice the debt therefore faces roughly four times the variance in its future debt outcomes. Higher debt does not merely cost more to service; it amplifies the consequences of every future economic shock.

Both factors are material to consider for a separate Alberta. Alberta's economic fundamentals are highly volatile: the standard deviation of the differential between its economic growth rate and its borrowing rate is roughly 10 percentage points. This is large relative to most other provinces, though similar to other resource-intensive ones such as Saskatchewan and Newfoundland and Labrador, and roughly triple that of the federal government. In addition, separation would substantially raise the province's gross debt. As described above, Alberta's gross debt of roughly 25 per cent of GDP today would rise to approximately 70 per cent once start-up costs and the province's per capita share of federal net debt are included.

[ag] To arrive at this risk estimate number, we have asked what constant primary balance is required to ensure, with 90 per cent probability, that the debt ratio is no higher in 30 years than it is today? This probabilistic reformulation of the standard fiscal gap is an appropriate measure when fundamentals are volatile, since no fiscal policy can guarantee a particular outcome. We assume, conservatively, that the growth-interest differential is zero on average, that the primary balance itself is not volatile (which, to be clear, is not consistent with Alberta's fiscal policy reality), and that Alberta's volatility does not increase following separation — even though separation would plausibly raise it. At the province's current debt level of roughly 25 per cent of GDP, we estimate the required primary balance is approximately 0.5 per cent of GDP. At the post-separation debt level, the required balance rises to approximately 1.5 per cent of GDP. Alternatively, holding fiscal policy fixed at the 0.5 per cent balance sufficient today, the probability that debt does not rise over 30 years falls from 90 per cent to approximately 68 per cent after separation — from volatility alone.

Ensuring long-term sustainability by this measure would therefore require tighter fiscal policy on the order of one per cent of GDP following separation, equivalent to approximately $5 billion per year. To be clear, this is not a cash outlay in the way that program spending or debt service is. It is the additional fiscal discipline — higher revenues or lower program spending — that a separate Alberta would need to maintain, year after year, to keep its finances as secure as they are today. In a sense, it provides an order-of-magnitude estimate of the cost of combining volatile economic fundamentals with the higher public debt that would result from separation.

9.5 DISASTER MANAGEMENT

The fiscal-year data used in this analysis capture spending as it occurred, and for some federal activities that spending is highly variable from one year to the next. This variability matters: a separate Alberta would take on not only the average cost of replicating federal programs but also the fiscal risk associated with their fluctuations. The activities of the Department of Public Safety and Emergency Preparedness illustrate this clearly.

That department manages and administers the Disaster Financial Assistance Arrangements (DFAA), a federal-provincial shared-cost program through which the federal government takes on a considerable portion of the costs associated with natural disasters in a province.[ah]

Alberta has been a major beneficiary of this program. Over its history, the province has received a little over $1.7 billion — the second-largest amount of any province, behind only British Columbia. The amounts paid out in 2023 and 2024 were minimal, as natural disaster expenses in those years were small, and the estimates in this paper reflect that. However, Alberta's history suggests years with major disasters would recur. A separate Alberta would lose the ability to have such costs borne largely at the national level and would instead need to cover them entirely on its own. In years with major disasters, the required spending could substantially exceed the estimates we have made.

9.6 POLICING

Policing in Alberta is currently delivered through municipal services in several cities and through contract policing arrangements with the RCMP across the rest of the province. The federal government bears a share of the cost through Police Service Agreements with the province. Nationally, gross federal spending on contract policing was $2.7 billion in 2024–25, after approximately $2.3 billion had been recovered from contracting jurisdictions. Estimates of the effective federal subsidy to Alberta implicit in these agreements vary, but an amount of approximately $250 million per year may be reasonable.[ai]

9.7 JUSTICE

A separate Alberta would require a final court of appeal, a role currently filled by the Supreme Court of Canada. How this function would be provided depends on the eventual organization of the province's judicial system, and there is uncertainty here. Two broad options exist. The province could establish a new apex court sitting above the existing Court of Appeal, replicating the current two-tier appellate structure. Alternatively, the current structure could simply be maintained, with the Alberta Court of Appeal becoming the highest court — in which case no additional institutional layer, and no additional cost, would be required. For a sense of scale, the total cost of the Registrar of the Supreme Court of Canada (the body that administers the court) was $51 million in 2024–25. Even if a separate Alberta opted to create a new apex court, and even if its cost were disproportionate to the province's size, the amounts involved are small relative to the totals estimated in this report. As such, we have made no specific adjustment for this item.

[ah] Currently, the program is structured to provide up to 80 per cent of response expenditures, reimbursing provincial and territorial governments for activities undertaken during a disaster to limit damage, save lives and stabilize incidents. The federal government further provides up to 90 per cent of relief and recovery support, which helps individuals and businesses access recovery assistance, and up to 90 per cent of disaster mitigation expenditures, depending on the specific type of project, which can include a wide variety of infrastructure investments to reduce hazards. It also provides up to 70 per cent of the cost of restoring public assets and services, and between 70 and 80 per cent, depending on the expenditure category, of funding to homes and small businesses to cover uninsurable damage, including costs associated with rebuilding and repair — with the option of additional funding to make structures more resilient against future disasters.

[ai] Importantly, this is a subsidy that may disappear regardless of separation. The current agreements between the federal government and provinces/territories expire in 2032, and the federal government has signalled that contract policing may be scaled back or ended entirely: a 2024 federal assessment raised the question directly,[15] xxvii and a 2025 report on RCMP modernization stated that the federal government should work closely with provinces to support a transition away from contract policing,[16] xxviii. For these reasons, no special consideration is given to policing in this report. The baseline apportionment rules already implicitly assign the province its per capita share of the cost of what are currently national contract policing services — approximately $320 million per year. This exceeds the estimates of the federal subsidy implicit in the current contracts, and so the report's assumptions, if anything, already more than account for the policing costs a separate Alberta would bear.

9.8 THE SIZE OF THE PUBLIC SERVICE

The federal government employed 18,880 people in Alberta at the end of fiscal year 2024–25 (not in full-time equivalent terms). The GoA employed at that same time 222,299 in full-time equivalent (FTE) terms. Expanding a separate Alberta's government operations to replicate federal services would naturally involve additional hiring. We estimate the number of full-time equivalents by ministry, which totalled nearly 447,000 in 2024–25. In line with our previous approach to estimating the initial capital stock required by a separate Alberta, we estimate what kind of spending the new country would need to do as it hired. We base our estimate on current federal labour intensity at the national level. If we use just the aggregate value for the federal government of 3.8 FTE employees per $1 billion in non-transfer, non-interest spending, then a separate Alberta would require just over 76,000 FTEs to administer and deliver our estimated $20.2 billion in non-transfer, non-interest spending.

Alternatively, we tried using ministry-specific labour intensity estimates after adjusting for expenditures that we exclude from the analysis. Under this method, a separate Alberta would require just over 70,000 FTEs. That would increase Alberta's total government FTEs by roughly one-third and it represents approximately 2.5 per cent of the province's labour force. This would potentially decrease the labour supply available for private-sector activities, which could shrink Alberta's economy by more than what we previously estimated when we only factored in rising trade costs. We do not provide an estimate of this broader macroeconomic cost.

10. SUMMARY

Each of the preceding sections estimated one piece of what a separate Alberta would have to spend: the operations it would replicate, the transfers it would maintain, the debt it would service, the capital it would buy, the institutions it would build, the premium it would pay to borrow and the potential lost economies of scale it would experience.

With all of these factors considered, what would it cost to replicate current federal programs and benefits in a separate Alberta?

Box 7: Canada Border Services Agency

Canada's border is administered by the Canada Border Services Agency (CBSA), a federal agency within the Public Safety portfolio. Alberta's border footprint is modest. Calgary and Edmonton are the province's two airports of entry, out of 43 nationally, and there are several highway crossings into Montana. The province has no marine ports. Overall, the agency spent $3 billion in 2024, of which $2 billion was on border management, $427 million on border enforcement, and $542 million on internal services. More than three-quarters of its costs are salaries and benefits. The agency also administers considerable revenues for the federal government, including customs import duties.

Several features of these arrangements are worth noting regarding the implications of a separate Alberta. Border services in Alberta are delivered entirely by federal employees. The agency's headquarters, intelligence, targeting, laboratory and IT functions are in the National Capital Region, where much of its staff work. Pre-clearance operates under an agreement with the United States that applies to Canada, which would need to be renegotiated.

The CBSA's presence in Alberta today reflects a border with a single foreign jurisdiction: the highway crossings into Montana, plus the two international airports. A separate Alberta's border would be considerably longer, encompassing crossings into and out of British Columbia, Saskatchewan and the Northwest Territories — boundaries that today are open provincial borders requiring no infrastructure, staffing or enforcement at all. This report does not provide detailed estimates of the costs of establishing and operating border services at that scale. The results in Table 4 implicitly assign $517 million to a separate border services agency through the apportionment rules. described earlier, with additional amounts captured in the aggregate allowance for potential lost economies of scale.

Our estimate is $144.4 billion. This would mean a separate Alberta would spend approximately $60.2 billion more each year than the $84.2 billion that the GoA spends today.

A final clarification is necessary before we describe the specific components of this higher spending. When a separate Alberta stops receiving the federal transfers it had in the past, we have considered this as income the province would no longer receive, rather than a cost on which it would have to spend. As such, it appears on the revenue side of the ledger in the technical paper *The Fiscal Implications of Separation: Revenues and Fiscal Balance*.

Table 5 assembles all of our estimates together, and those estimates are for spending only, not revenues. We divide the total additional expenditures into two categories:

- Replicating what Ottawa does now; and
- New costs associated with separation.

Maintaining current federal transfers to individuals, businesses and other entities costs just over $27 billion in 2026–27. This is less than the $42 billion in Table 4 because it excludes transfers to the GoA, which as we just noted, we handle as forgone revenue. Replicating federal operations costs $20.2 billion, as estimated earlier. Servicing Alberta's per capita share of existing federal debt costs $6.4 billion. Together, these come to $53.7 billion. Combined, this represents an increase in total government spending by $11.7 billion over what the federal government currently spends in Alberta[aj].

In addition to these costs, there are also new costs from higher operating costs, additional debt services from the temporary set-up costs and higher debt-service costs from increased borrowing rates. Combined, these new costs total $6.5 billion, taking the mid-point of the range of estimates described in previous sections.

All together, the resulting total additional expenditures for a separate Alberta would therefore be $60.2 billion, which we add to the province's current spending of $84.2 billion, to come to our $144.4 billion estimate.

Table 5. Summary of Spending Estimates for a Separate Alberta, Replicating Existing Federal Programs, 2026–27

	$bn
Estimated Annual Expenditures of a Separate Alberta, 2026–27	
Maintaining transfers to individuals, businesses and other non-governmental entities	27.1
Additional operating costs to replicate current federal services	20.2
Servicing Alberta's per capita share of existing federal debt	6.4
Higher operating costs beyond the department-level analysis (lost economies of scale or unique additional complexities of border services, a revenue agency, etc.)	1.5
Additional debt service on one-time set-up costs of $40 billion-$55 billion, net of federal assets received	1.5
Additional debt service from higher borrowing costs facing a separate Alberta	3.5
Total Additional Expenditures (baseline)	**60.2**
(plus) Current GoA spending	84.2
Combined Total Expenditures of a Separate Alberta	**144.4**

Source: Authors' calculations. See text for details.
Notes: All values are annual and for fiscal year 2026–27 unless otherwise indicated. Estimates hold current federal program design and generosity fixed, exclude activities a separate Alberta would almost surely not require and assume a per capita share of federal debt-service costs. Values may not sum due to rounding.

[aj] This excludes transfers to the GoA but includes federal debt-service costs attributable to Alberta.

Of course, spending is only part of the exercise. A separate Alberta would also collect the revenue the federal government now raises in the province, and the economic shocks described in the paper on economic impacts would materially affect those. The technical paper *The Fiscal Implications of Separation: Revenues and Fiscal Balance* brings all these factors together in its discussion of post-separation revenues.

Box 8: Economic Policy Uncertainty

Businesses and individuals make plans based on what they expect to happen, and economic policy uncertainty arises when they do not know what future government policy would be or how it would affect them. Uncertainty is not the same as bad news: a business can plan around knowing taxes will rise, but not knowing what comes next is different. Waiting is cheap and acting is risky — a factory built at the wrong moment is expensive to undo — so when uncertainty is high, many firms simply postpone. Research has documented this pattern repeatedly: when uncertainty rises, investment falls and hiring slows.[17, 18] The effect on unemployment is not dramatic in any single month. It builds gradually, and it lingers.

Uncertainty cannot be surveyed directly. We therefore rely on the widely used measurement approach developed by Scott Baker et al.,[17] which counts newspaper articles mentioning uncertainty, the economy, and policy-related terms such as tax, spending, regulation, or budget, expressed as a share of all articles published and scaled so the 1985–2010 average equals 100. Applying their method to local daily newspapers yields a monthly index of economic policy uncertainty in Alberta from 1985 to 2026. The pattern is clear. Uncertainty was low and steady from the mid-1980s through the early 2000s, began climbing after the 2008 financial crisis, jumped sharply in 2020, and has been elevated again since 2023.

Applying standard statistical methods to this index, we estimate what typically follows a jump in uncertainty. A sudden increase leads to a clear and lasting rise in unemployment, appearing within about three months and fading over roughly two years.

A typical shock raises Alberta's unemployment rate by approximately 0.05 percentage points — small on its own, but shocks arrive repeatedly, and because each takes about two years to fade, their effects accumulate. In total, we find that Alberta unemployment is roughly 0.4 percentage points higher than it would have been had uncertainty remained stable over this entire period — a noticeable share of an unemployment rate near seven per cent.

These estimates are rough and illustrative. The index measures newspaper coverage of uncertainty rather than uncertainty itself, the results depend on modelling choices, and the exercise assumes a stable relationship between uncertainty and unemployment over time. The direction of the finding, however, is informative: higher uncertainty is followed by higher unemployment, and its contribution has grown steadily in recent years.

A decision to separate would itself be a large source of economic policy uncertainty, and experience elsewhere suggests such episodes can move the measure sharply — the United Kingdom's 2016 vote to leave the European Union was followed by a steep and sustained rise in measured policy uncertainty. Our estimates cannot say how large a rise would follow in Alberta. What they show is that uncertainty of this kind is costly. Businesses would not know what currency they would be paid in, what taxes they would owe, what trade rules would apply, or which government would regulate them. While those questions were settled, firms would wait, hiring would slow, and unemployment would edge upward.

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Federal Department Spending Modules

Technical Paper

The Fiscal Implications of Separation: Expenditures

Appendix

The Economic and Fiscal Implications of Alberta Separation

September 2026

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Federal Departments, Agencies, Crown Corporations and Other Entities

This appendix is formed from entities listed in the Canadian public accounts, the federal list of departments and agencies (source) and the federal list of federal organizations (source). We combined these lists, removed duplicates, and screened for relevance.[1] While this is a best effort to be comprehensive, some federal organizations may be missing. For each entity, we provide information on its functionality and responsibilities; 2024/25 spending, staff, and planned spending in 2026/27 though 2028/29 where available; 2024/25 revenue where available; and an Alberta equivalent. In some cases, less budgetary information is available due to the nature of the entity. This appendix does not include Canada's participation in multinational organizations such as the United Nations, as the activities are folded into departmental budgets. Totals may not sum due to rounding.

AGRICULTURE AND AGRI-FOOD CANADA (AAFC)

The AAFC supports Canada's agriculture and agri-food sector from the farmer to the consumer and from the farm to global markets, across the production, processing and marketing of farm, food and agri-based products. Its mandate is based on the Department of Agriculture and Agri-Food Act, and because agriculture is a shared jurisdiction, it works closely with provincial and territorial governments on policies, programs and services that promote innovation, competitiveness and risk management. It reports to Parliament though the Minister of Agriculture and Agri-Food.

Its program inventory includes Trade and Market Expansion; Sector Engagement and Development; Farm Products Council of Canada; Supply Management Initiatives; the Canadian Pari-Mutuel Agency; Food Policy Initiatives; Water Infrastructure Divestiture; Federal, Provincial; and Territorial Cost-Shared Markets and Trade.

AAFC Summary

National 2024–2025 Spending: $4,030,500,570	• Domestic and international markets: $751,310,024 • Science and innovation: $906,924,199 • Sector risk: $2,125,046,079 • Internal services: $247,220,268
Full-Time Equivalent Staff: 5,134	• Domestic and international markets: 563 • Science and innovation: 2,621 • Sector risk: 412 • Internal services: 1,538
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $3,677,569,159 • 2027–2028: $3,442,923,312 • 2028–2029: $1,496,603,977
Source: **2026–27 Departmental plan**	

[1] For example, we exclude appointments included in the list of federal organizations (source), such as the Governor of the Bank of Canada's appointment to the International Monetary Fund. We include select international organizations where relevant.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
AgriInsurance	$1,268,560,650	31.5
Supply Management Initiatives	$492,422,918	12.2
AgriStability	$434,914,848	10.8
Foundational science and research	$426,761,719	10.6
Environment and climate change programs	$249,305,546	6.2
AgriInvest	$200,472,639	5.0
Federal, Provincial and Territorial Cost-shared Science, Research, Innovation and Environment	$158,493,354	3.9
Loan guarantee programs	$128,385,471	3.2
Sector Engagement and Development	$103,178,223	2.6
Federal, Provincial and Territorial Cost-shared Markets and Trade	$83,214,743	2.1
Information technology services	$67,062,164	1.7
Management and oversight services	$59,716,208	1.5
Trade and market expansion	$57,202,004	1.4
AgriScience	$55,316,233	1.4
Federal, Provincial and Territorial Cost-shared Assurance	$41,014,355	1.0
Human resources management services	$33,345,288	0.8
Information management services	$23,115,014	0.6
Financial management services	$22,526,526	0.6
Real property management services	$16,227,276	0.4
AgriRecovery	$16,031,595	0.4
AgriInnovate	$15,751,250	0.4
Communications services	$15,566,574	0.4
Assurance Program	$14,041,423	0.3
Pest Management	$13,033,535	0.3
Food Policy Initiatives	$9,081,517	0.2
African Swine Fever Response	$8,416,870	0.2
Legal services	$4,845,919	0.1
Acquisition management services	$4,682,320	0.1
Farm Debt Mediation Service	$3,376,895	0.1
Farm Products Council of Canada	$3,145,614	0.1
Livestock Price Insurance Program	$2,321,821	0.1
Canadian Pari-Mutuel Agency	$1,952,773	0.0
Canadian Agricultural Strategic Priorities Program	$1,296,096	0.0
Water Infrastructure Divestiture	$1,112,232	0.0
Materiel management services	$132,980	0.0
Return of payments	–$5,524,024	–0.1
Total Expenditures	**$4,030,500,570**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Crop Reinsurance Fund	$109,256,000	190.3
Sale of goods and services	$65,489,000	114.1
Joint project and cost sharing agreements	$19,221,000	33.5
Interest	$17,915,000	31.2
Miscellaneous	$2,961,000	5.2
Gain on disposal of assets	$554,000	1.0
Revenues earned on behalf of Government	–$157,987,000	–275.2
Total Revenues	**$57,409,000**	**100**

Alberta Equivalent

The Alberta equivalent is Alberta Agriculture and Irrigation. There is a clear departmental match on the agriculture portfolio. Alberta's ministry also carries irrigation, which is a provincial emphasis; federal AAFC has a broader trade and research remit. Replicating AAFC's federal mandate would require Alberta to expand Agriculture and Irrigation's budget; alternatively, an independent Alberta may choose to forgo additional spending on agricultural trade and research.

AAFC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Agriculture and Agri-Food Canada listed in the public accounts include the Canadian Dairy Commission and the Canadian Grain Commission.

Special operating agencies under Agriculture and Agri-Food Canada not listed in the public accounts are: the Canada Agricultural Review Tribunal; the Canadian Pari-Mutuel Agency; Farm Credit Canada; and the Farm Products Council of Canada..

CANADA AGRICULTURAL REVIEW TRIBUNAL

The Canada Agricultural Review Tribunal (CART) is an independent quasi-judicial tribunal that makes fair, impartial, accessible and timely decisions of administrative monetary penalties and warnings imposed by federal agriculture and agri-food legislation and regulations. It reviews notices of violation issued by agencies such as the Canadian Food Inspection Agency, the Canada Border Services Agency and the Pest Management Regulatory Agency, maintaining an arm's-length relationship from those agencies and their ministers. Its enabling instrument is the Agriculture and Agri-Food Administrative Monetary Penalties Act and the responsible minister is the Minister of Agriculture and Agri-Food.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent though there is a partial match in functionality. Alberta's agricultural regulatory appeals are handled through bodies such as the Natural Resources Conservation Board and ministry appeal processes; Alberta has no single agri-review tribunal. Replicating CART's federal mandate would require Alberta to expand the authority of existing ministries (Agriculture and Irrigation; Jobs, Economy, Trade and Immigration; Public Safety and Emergency Services; Service Alberta) and stand up a new agency.

CANADIAN DAIRY COMMISSION

The Canadian Dairy Commission (CDC) is a Crown corporation for dairy supply management.
The Canadian Dairy Commission was established under the Canadian Dairy Commission Act and reports to Parliament through the Minister of Agriculture and Agri-Food. A key facilitator of Canada's dairy supply-management system, it sets support prices for butter and skim milk powder, administers revenue pooling and market sharing, and chairs the Canadian Milk Supply Management Committee. Its mandate is to ensure that efficient producers earn a fair return and that consumers have a high-quality supply of dairy products.

CDC Summary

National 2024–2025 Spending: $259,138,000	• Expenses: $259,138,000
Full-Time Equivalent Staff: 85	• Other subsidies and payments: 85
Source: 2024–25 Annual report; Infographic for Canadian Dairy Commission	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Cost of goods sold	$250,904,000	96.8
Transport and carrying charges	$5,680,000	2.2
Finance costs	$2,554,000	1.0
Total Expenditures	**$259,138,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Sales revenue	$253,384,000	100
Total Revenues	**$253,384,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The Canadian Dairy Commission administers federal supply management. Alberta Milk is Alberta's dairy marketing board but is an industry board, not a government agency and so not a true equivalent. Replicating CDC's federal mandate would require Alberta to assign additional responsibilities to Alberta Agriculture and Irrigation or stand up a new agency. Alternatively, as dairy supply management is a policy choice, an independent Alberta may choose to forgo this functionality.

CANADIAN GRAIN COMMISSION

The Canadian Grain Commission (CGC) is a federal departmental agency responsible for grain quality and regulation. The Canadian Grain Commission regulates grain handling in Canada and establishes and maintains science-based standards of quality for Canadian grain, under the authority of the Canada Grain Act. Its research, programs and services support Canada's reputation as a reliable source of high-quality grain. The commissioners set the organization's direction, administer and enforce the act, and report to the Minister of Agriculture and Agri-Food. The CGC's mandate as set out in the Canada Grain Act is to, "in the interests of the grain producers, establish and maintain standards of quality for Canadian grain and regulate grain handling in Canada, to ensure a dependable commodity for domestic and export markets" (source).

CGC Summary

National 2024–2025 Spending: $16,884,985	• Grain regulation: $(7,169,735) • Internal services: $24,054,720
Full-Time Equivalent Staff: 477	• Grain regulation: 333 • Internal services: 144
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $24,283,185 • 2027–2028: $22,294,730 • 2028–2029: $21,230,334
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$24,054,720	142.5
Grain research	$10,842,153	64.2
Safeguards for grain farmers	$3,135,569	18.6
Grain quality	–$21,147,458	–125.2
Total Expenditures	**$16,884,984.66**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Fees and services	$56,130,000	83.5
Parliamentary appropriations	$7,074,000	10.5
Licensing and producer cars	$2,136,000	3.2
Optional services	$1,860,000	2.8
Other revenues	$53,000	0.1
Total Revenues	**$67,253,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as grain quality and grading are federal jurisdiction. Alberta regulates grains under Alberta Agriculture and Irrigation via Alberta Grains (a non-profit; source) but has no grain-grading regulator, so there is only a loose functional link. Replicating the CGC's federal mandate would require Alberta to assign additional responsibilities to Alberta Agriculture and Irrigation or stand up a new agency.

CANADIAN PARI-MUTUEL AGENCY

The Canadian Pari-Mutuel Agency (CPMA) is a special operating agency of Agriculture and Agri-Food Canada. The Canadian Pari-Mutuel Agency regulates and supervises pari-mutuel (pooled) betting on horse racing at racetracks across Canada to ensure it is conducted fairly and in the public interest. Its activities include administering the Pari-Mutuel Betting Supervision Regulations and operating an equine drug-control program. The Agency is funded through a levy (0.8%) on every bet placed on horse races in Canada.

CPMA Summary

National 2024–2025 Spending: $1,952,773	• Canadian Pari-Mutuel Agency: $1,952,773
Full-Time Equivalent Staff: 31	• Canadian Pari-Mutuel Agency: 31
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $839,556 • 2027–2028: $1,081,517 • 2028–2029: $1,481,110
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$3,972,000	41.8
Drug control	$4,044,000	42.5
Other	$629,000	6.6
Utilities, materials and supplies	$252,000	2.7
Transportation and telecommunications	$228,000	2.4
Rentals	$141,000	1.5
Repairs and maintenance	$132,000	1.4
Amortization of tangible capital assets	$109,000	1.1
Total Expenditures	**$9,507,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Pari-mutuel levy	$8,027,000	100.0
Total Revenues	**$8,027,000**	**100**

Alberta Equivalent

There is no direct equivalent, though Alberta Gaming, Liquor and Cannabis (AGLC) regulates gaming in Alberta, including horse racing (source). Replicating CPMA's federal mandate would require Alberta to expand the authority of AGLC. As CPMA is funded by levies, there is unlikely to be a net new cost to Alberta from replicating its functionality.

FARM CREDIT CANADA

Farm Credit Canada (FCC) is a federal Crown corporation and agricultural lender. FCC was established under the Farm Credit Act, with the statutory purpose to enhance rural Canada by providing specialized and personalized business and financial services and products, with a primary focus on farming operations, including family farms and related agribusinesses. Headquartered in Regina, it reports to Parliament through the Minister of Agriculture and Agri-Food.

FCC Summary

National 2024–2025 Spending: $668,000,000	• Administration: $668,000,000
Full-Time Equivalent Staff: ~2,500	• Employees: ~2,500
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $750,000,000
Source: 2024–25 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Employee compensation and benefits	385,000,000	57.6
Outsourced workforce	107,000,000	16.0
Technology and communication, including depreciation and amortization	75,000,000	11.2
Occupancy, including depreciation	32,000,000	4.8
Marketing and industry support	31,000,000	4.6
Professional services	18,000,000	2.7
Travel	8,000,000	1.2
Other	12,000,000	1.8
Total Expenditures	**$668,000,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Net interest income	$1,456,000,000	99.2
Non-interest income	$12,000,000	0.8
Total Revenues	**$1,468,000,000**	**100**

Alberta Equivalent

The Alberta equivalent is the Agriculture Financial Services Corporation (AFSC), with a strong functional match. AFSC provides farm lending and crop and agriculture insurance in Alberta, paralleling Farm Credit Canada's agricultural lending role. An independent Alberta is unlikely to need to replicate FCC's mandate given existing capacity.

FARM PRODUCTS COUNCIL OF CANADA

The Farm Products Council of Canada (FPCC) is the federal public-interest oversight body for supply-managed farm products. The Farm Products Council of Canada reports through the Minister of Agriculture and Agri-Food and administers the Farm Products Agencies Act and the Agricultural Products Marketing Act. It oversees the national supply-management system for poultry and eggs — including the four marketing agencies (Egg Farmers of Canada, Turkey Farmers of Canada, Chicken Farmers of Canada, and Canada Hatching Egg Producers) — and supervises national promotion-research agencies such as the Canadian Beef Check-Off Agency and the Canadian Pork Promotion and Research Agency.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Farm Products Council of Canada	$3,145,613	100
Total Expenditures	**$3,145,613**	**100**

Alberta Equivalent

There is no Alberta equivalent as supply management is federal jurisdiction and Alberta has no supply-management practices. Replicating the FPCC's federal mandate would require Alberta to assign additional responsibilities to Alberta Agriculture and Irrigation or stand up a new agency. Alternatively, as supply management is a policy choice, an independent Alberta may choose to forgo this functionality.

BANK OF CANADA

The Bank of Canada is a special federal Crown corporation and Canada's central bank. The Bank of Canada's mandate is to regulate credit and currency in the best interests of the economic life of the nation. It promotes low, stable and predictable inflation through monetary policy, designs and issues bank notes, promotes the safety and efficiency of the financial system and acts as fiscal agent for the Government of Canada, managing the government's debt and reserves. It operates under the Bank of Canada Act, is governed by a Board of Directors, and reports to Parliament through the Minister of Finance.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Staff costs	$430,000,000	57.2
Bank note research, production and processing	$62,000,000	1.4
Premises costs	$35,000,000	5.2
Technology and telecommunications	$119,000,000	17.6
Depreciation and amortization	$69,000,000	9.8
Other operating expenses	$101,000,000	8.8
Total Expenditures	**$816,000,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Interest revenue	$3,291,000,000	99.3
Other revenue	$24,000,000	0.7
Total Revenues	**$3,315,000,000**	**100**

Alberta Equivalent

There is no provincial equivalent as central banking and monetary policy are exclusively federal jurisdiction, and provinces have no currency-issuing authority. Alberta's financial institutions (banks, credit unions) are regulated federally (OSFI) or provincially for credit unions, but they all operate within the national monetary framework. ATB Financial is a provincial financial institution but is not a monetary-policy or central-banking body, so it is not an equivalent. Replicating the Bank of Canada's federal mandate would require Alberta to stand up a new agency.

BANK OF CANADA MUSEUM

The Bank of Canada Museum is a cultural institution operated by the Bank of Canada. The Bank of Canada Museum educates the public about what the Bank of Canada does, how the economy works and the history of money. The Museum offers interive, hands-on exhibits built around the idea that "you are the economy," and is home to the National Currency Collection, the most comprehensive collection of Canadian coins, bank notes and tokens. It also provides financial-literacy and economics education resources.

Alberta Equivalent

There is no Alberta equivalent to the Bank of Canada Museum. Replicating its federal function would require Alberta to stand up a new agency or museum within its new central bank or expand the authority of existing museums operating under Arts, Culture and Status of Women. Alternatively, Alberta may choose to forgo this additional expense.

CANADA REVENUE AGENCY (CRA)

The CRA is a departmental agency responsible for tax and benefits administration. The CRA administers tax, benefit and related programs and ensures compliance on behalf of the federal government and most provinces, territories and certain First Nations governments. Operating under the Canada Revenue Agency Act, it collects taxes, delivers benefits and credits such as the Canada Child Benefit and GST/HST credit and oversees the registration of charities. It reports to Parliament through the Minister of National Revenue. Included in its portfolio are the Office of the Taxpayers Ombudsperson and the Independent Advisory Board on Eligibility for Journalism Tax Measures.

CRA Summary

National 2024–2025 Spending: $22,179,323,307	• Tax: $4,767,625,053 • Benefits: $16,182,472,509 • Taxpayers' Ombudsperson: $5,611,233 • Internal services: $1,223,614,512
Full-Time Equivalent Staff: 53,585	• Tax: 42,707 • Benefits: 2,303 • Taxpayers' Ombudsperson: 43 • Internal services: 8,532
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $6,273,543,680 • 2027–2028: $6,205,873,849 • 2028–2029: $6,183,895,553
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Benefits	$16,182,472,509	73.0
Reporting compliance	$1,727,012,679	7.8
Tax services and processing	$1,303,161,621	5.9
Collections	$562,897,599	2.5
Information technology services	$527,357,117	2.4
Returns compliance	$517,895,248	2.3
Objections and appeals	$340,902,114	1.5
Management and oversight services	$241,059,775	1.1
Human resources management services	$207,989,446	0.9
Policy, rulings, and interpretations	$148,302,736	0.7
Financial management services	$75,185,473	0.3
Taxpayer relief	$69,072,023	0.3
Communications services	$56,818,868	0.3
Real property management services	$51,819,289	0.2
Charities	$43,085,073	0.2
Registered plans	$28,001,608	0.1
Service feedback	$27,294,352	0.1
Materiel management services	$26,861,579	0.1
Information management services	$22,120,583	0.1

Program	Total Canada Spending	Share of Total Spending (%)
Acquisition management services	$10,398,396	0.0
Taxpayers' Ombudsperson	$5,611,233	0.0
Legal services	$4,003,985	0.0
Total Expenditures	**$22,179,323,307**	**100**

Alberta Equivalent

There is only a partial functional match within Alberta, the Tax and Revenue Administration branch within Treasury Board and Finance. There is a functional match on tax administration and collection, though the CRA is far broader (benefits delivery, national scope) and TRA administers only Alberta provincial taxes and levies. Replicating CRA's federal mandate would require Alberta to expand the authority of Treasury Board and Finance and potentially stand up a new agency.

CRA AGENCIES AND OTHER ENTITIES

There are no agencies or other entities operating under the Canada Revenue Agency listed in the public accounts. Included in its portfolio are the Office of the Taxpayers Ombudsperson and the Independent Advisory Board on Eligibility for Journalism Tax Measures.

INDEPENDENT ADVISORY BOARD ON ELIGIBILITY FOR JOURNALISM TAX MEASURES

The Independent Advisory Board on Eligibility for Journalism Tax Measures is an advisory board on eligibility for federal journalism tax measures established by an Order in Council. This independent advisory board advises the Canada Revenue Agency and the Minister of National Revenue on whether organizations qualify for federal journalism tax measures. Only organizations designated as a qualified Canadian journalism organization are eligible for the tax measures. The board applies statutory criteria and provides non-binding recommendations on eligibility. The entity has no independent budget.

Alberta Equivalent

There is no Alberta equivalent; Alberta has no equivalent board or provincial journalism tax-eligibility measure. It also has no criteria or process for defining a qualified Alberta journalism organization, though there are institution-specific accreditation processes (courts, legislative and provincial news). Replicating the board's federal mandate would require Alberta to expand the authority and responsibilities of Treasury Board and Finance, with potentially a role for Jobs, Economy, Trade and Immigration in the accreditation process. Alternatively, an independent Alberta could forgo this additional functionality.

TAXPAYERS' OMBUDSPERSON

The Office of the Taxpayers' Ombudsperson (OTO) is an independent office reviewing service complaints against the Canada Revenue Agency. The Office of the Taxpayers' Ombudsperson operates at arm's length from the Canada Revenue Agency (CRA). The Ombudsperson's mandate is to assist, advise and inform the Minister of National Revenue about any matter relating to services the CRA provides to taxpayers. It upholds taxpayer service rights, provides an independent and impartial review of unresolved service complaints about the CRA, examines systemic service issues and makes recommendations to the Minister to improve CRA service; it is responsible for eight of the service-related rights in the Taxpayer Bill of Rights.

OTO Summary

National 2024–2025 Spending: $5,611,233	• Taxpayers' Ombudsperson: $5,611,233
Full-Time Equivalent Staff: 43	• Taxpayers' Ombudsperson: 43
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,609,959 • 2027–2028: $4,599,720 • 2028–2029: $4,598,392
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Taxpayers' Ombudsperson	$5,611,233	100
Total Expenditures	**$5,611,233**	**100**

Alberta Equivalent

There is a loose functional equivalent with the Alberta Ombudsman for provincial administrative fairness. The Taxpayers' Ombudsperson only reviews CRA services. Alberta's general Ombudsman covers provincial administrative fairness,[2] but there is no tax-specific provincial office. The Ombudsman is an Officer of the Legislative Assembly of Alberta, reporting directly to the Assembly. The Ombudsman is impartial, operating independently from the Alberta government, political parties and individual elected officials. Replicating the OTO's federal mandate would require Alberta to expand the authority of existing ministries and agencies (Alberta Treasury Board and Finance; Alberta Ombudsman) or stand up a new agency.

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2 The Alberta Ombudsman works to ensure fair treatment through independent investigations, recommendations and education for all Albertans. The Ombudsman protects this right by promoting standards of fairness and has the authority to make recommendations if an investigation reveals unfairness.

CANADIAN HERITAGE

The Department of Canadian Heritage is responsible for national policies and programs related to Canadian identity and values, cultural development, heritage, the arts, official languages, multiculturalism and sport. It delivers programs, ranging from commemorations and youth exchanges to support for the arts, creative industries and high-performance sport through its headquarters and regional offices, working with public, private and non-profit partners across the country. Its program inventory also includes Multiculturalism and Anti-Racism, Human Rights, Indigenous Languages, and Youth Engagement. It reports to Parliament through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages

Its portfolio includes the Canada Council for the Arts; the Canadian Broadcasting Corporation/Radio-Canada; the Canadian Conservation Institute; the Canadian Cultural Property Export Review Board; the Canadian Heritage Information Network; the Canadian Museum for Human Rights; the Canadian Museum of History; the Canadian Museum of Immigration at Pier 21; the Canadian Museum of Nature; the Canadian Race Relations Foundation; the Canadian Radio-television and Telecommunications Commission; Library and Archives Canada; the National Arts Centre Corporation; the National Film Board; the National Gallery of Canada; the National Museum of Science and Technology; Office of the Commissioner of Indigenous Languages; Telefilm Canada; and the National Battlefields Commission.

Canadian Heritage Summary

National 2024–2025 Spending: $2,140,649,974	• Creativity, arts and culture: $694,269,526 • Heritage and celebration: $121,420,370 • Sport: $322,663,690 • Diversity and inclusion: $274,486,510 • Official languages: $625,485,814 • Internal services: $102,324,064
Full-Time Equivalent Staff: 1,964	• Creativity, arts and culture: 414 • Heritage and celebration: 326 • Sport: 136 • Diversity and inclusion: 234 • Official languages: 171 • Internal services: 683
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,857,662,321 • 2027–2028: $1,725,230,613 • 2028–2029: $1,477,279,744
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Official Languages	$625,485,815	29.2
Cultural industries support and development	$455,111,834	21.3
Sport development and high performance	$322,663,690	15.1
Arts	$199,632,740	9.3
Indigenous languages	$188,352,317	8.8
Multiculturalism and anti-racism	$55,238,529	2.6
Preservation of and access to heritage	$43,261,943	2.0
National celebrations, commemorations and symbols	$42,230,579	2.0
Cultural marketplace framework	$39,524,952	1.8

Program	Total Canada Spending	Share of Total Spending (%)
Management and oversight services	$37,089,675	1.7
Community engagement and heritage	$31,205,588	1.5
Youth engagement	$18,204,858	0.9
Information technology services	$17,262,808	0.8
Communications services	$13,699,684	0.6
Human resources management services	$13,529,258	0.6
Human rights	$12,690,807	0.6
Financial management services	$7,832,650	0.4
Real property management services	$5,386,103	0.3
Learning about Canadian history	$4,722,260	0.2
Legal services	$4,135,560	0.2
Information management services	$1,453,912	0.1
Acquisition management services	$1,339,726	0.1
Materiel management services	$594,687	0.0
Total Expenditures	**$2,140,649,974**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta Arts, Culture and Status of Women. There is a direct departmental match on the culture and heritage portfolio. Canadian Heritage is broader as it includes broadcasting, official languages and national identity. Replicating Canadian Heritage's federal mandate would require Alberta to expand the responsibilities of Arts, Culture and Status of Women and potentially stand up new agencies.

CANADIAN HERITAGE AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Canadian Heritage listed in the public accounts include the Canada Council for the Arts; the Canadian Broadcasting Corporation/Radio-Canada; the Canadian Museum for Human Rights; the Canadian Museum of History; the Canadian Museum of Immigration at Pier 21; the Canadian Museum of Nature; the Canadian Race Relations Foundation; the Canadian Radio-television and Telecommunications Commission; Library and Archives of Canada; the National Arts Centre Corporation; the National Film Board; the National Gallery of Canada; the National Museum of Science and Technology; Telefilm Canada; and the National Battlefields Commission.

Special operating agencies under Canadian Heritage but not listed in the public accounts include the Canadian Conservation Institute; the Canadian Cultural Property Export Review Board; the Canadian Heritage Information Network; and the Canadian Race Relations Foundation; and the Office of the Commissioner of Indigenous Languages.

We also include the Office of the Commissioner of Official Languages under Canadian Heritage agencies and other entities. It is formally listed under Public Safety in the public accounts and the Official Languages Act lists the president of the Treasury Board as responsible for leading implementation, but the act gives a specific mandate to the Minister of Canadian Heritage to “advance the equality of status and use of English and French in Canadian society.”

CANADA COUNCIL FOR THE ARTS

The Canada Council for the Arts is a federal Crown corporation and Canada’s national arts funder, established to foster and promote the study, enjoyment and production of works in the arts. It provides grants to professional artists and arts organizations, administers awards recognizing exceptional Canadians and maintains the Art Bank, a national collection of Canadian contemporary art. The Canadian Commission for UNESCO operates under its general authority. It reports to Parliament through the Minister of Canadian Heritage and is governed by a board of directors.

There is no employment or future planned spending information available.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Transfer programs	$340,514,000	92.4
Net Art Bank results	$56,000	0.0
Canadian Commission for UNESCO	$3,201,000	0.9
General administration	$24,911,000	6.8
Total Expenditures	**$368,682,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Net realized investment income	$30,088,000	87.6
Other revenues	$4,256,000	12.4
Total Revenues	**$34,344,000**	**100**

Alberta Equivalent

The Alberta equivalent is the Alberta Foundation for the Arts (AFA) within Arts, Culture and Status of Women.[3] There is a strong functional match between CCA and AFA as both are arm's-length public arts-funding bodies, though scales differ. Given existing functionality with AFA, replicating CCA's federal mandate in Alberta would likely require an increase in AFA's budget. Alternatively, an independent Alberta may forgo additional arts spending as a policy choice.

CANADIAN BROADCASTING CORPORATION/RADIO-CANADA

CBC/Radio-Canada is Canada's national public broadcaster and a Crown corporation. CBC is mandated to provide a wide range of programming that informs, enlightens, and entertains, and that is predominantly and distinctively Canadian, in both English and French (and in several Indigenous languages). The Broadcasting Act protects the corporation's journalistic, creative and programming independence. It is accountable to Parliament through the Minister of Canadian Heritage and is funded by a combination of parliamentary appropriations and revenue such as advertising.

CBC Summary

National 2024–2025 Spending: $1,425,237,411	• Internal services: $1,304,593,561
Full-Time Equivalent Staff: 7,710	• Unionized workforce: 7,710
Source: Infographic for Canadian Broadcasting Corporation; CBC/Radio-Canada Compensation Summary	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Canadian Broadcasting Corporation	$1,425,237,411	100
Total Expenditures	**$1,425,237,411**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Advertising	$343,873,000	58.4
Subscriber fees	$125,369,000	21.3
Other income	$119,426,000	20.3
Total Revenues	**$588,668,000**	**100**

Alberta Equivalent

There is no Alberta equivalent as public broadcasting is federal. (Alberta's former ACCESS/CKUA are not government broadcasters today.) Replicating CBC's federal mandate would require Alberta to expand the authority of Arts, Culture and Status of Women and likely stand up a new agency. Alternatively, an independent Alberta may choose to forgo this expense.

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[3] AFA is a public agency and a provincial corporation of the Government of Alberta with a mandate to support and contribute to the development of the arts in Alberta. It provides grant funding to artists and art organizations to encourage the growth and development of the arts sector. It also promotes the arts and manages an extensive provincial art collection featuring work from artists all over the province. AFA is governed by a board of directors appointed by the Government of Alberta.

CANADIAN CONSERVATION INSTITUTE

The Canadian Conservation Institute (CCI) is a special operating agency devoted to heritage conservation. The Canadian Conservation Institute advances and promotes the conservation of heritage collections in Canada. It works with heritage institutions and professionals through conservation science, conservation treatment and preventive conservation, and shares knowledge through research, training and publications. It recovers part of its costs from clients. There is no separate budget information for this entity. There is no separate budget information for this entity. Its budget is embedded within the Department of Canadian Heritage.

Alberta Equivalent

There is no direct Alberta equivalent as the Canadian Conservation Institute is a federal heritage conservation science body. Alberta has conservation expertise within provincial museums but no equivalent institute. Replicating the Canadian Conservation Institute's federal mandate would require Alberta to expand the responsibilities of Arts, Culture and Status of Women and potentially stand up a new agency or expand the responsibilities of existing museums.

CANADIAN CULTURAL PROPERTY EXPORT REVIEW BOARD

The Canadian Cultural Property Export Review Board (CCPERB) is an independent administrative tribunal for cultural property. It is an independent body established under the Cultural Property Export and Import Act. It certifies cultural property of outstanding significance and national importance for income tax purposes, reviews appeals of export permits refused by the Canada Border Services Agency, and — where it determines property is of outstanding significance — sets export delay periods during which designated institutions may seek to acquire the property. It is supported administratively by the Administrative Tribunals Support Service of Canada. CCPERB consists of a chairperson and up to nine other members appointed by the governor-in-council on the recommendation of the Minister of Canadian Heritage, and reports to Parliament through the Minister of Canadian Heritage.

Alberta Equivalent

There is no Alberta equivalent, as cultural property export controls are federal jurisdiction. Replicating CCPERB's federal mandate would require Alberta to expand the authority of existing ministries (Arts, Culture and Status of Women; Jobs, Economy, Trade and Immigration) or stand up a new agency.

CANADIAN HERITAGE INFORMATION NETWORK

The Canadian Heritage Information Network (CHIN) is a special operating agency within the Department of Canadian Heritage, administratively merged with the Canadian Conservation Institute. It assists Canadian museums in documenting, managing and sharing information about their collections so that this information remains accessible. It maintains national resources such as Artefacts Canada (a national inventory of museum collections) and the Nomenclature cataloguing standard, and provides documentation research, standards and training.

There is no separate budget information for this entity. Its budget is embedded within the Department of Canadian Heritage.

Alberta Equivalent

There is no direct Alberta equivalent, though some functionality is replicated through the Alberta Museums Association (AMA), an independent, non-profit membership association (not a government agency) that supports museums across the province through professional development, standards, advocacy and a recognition and accreditation program. Arts, Culture and Status of Women supports museums through grant programs and operates provincial institutions directly but it doesn't run a collections information network. The Provincial Archives of Alberta and the Royal Alberta Museum maintain their own collections databases and digital access, but these are institution-specific rather than a province-wide shared platform. Replicating the CHIN's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo this additional functionality.

CANADIAN RACE RELATIONS FOUNDATION

The Canadian Race Relations Foundation (CRRF) is a federal Crown corporation addressing racism. CRRF is mandated to facilitate the development, sharing, and application of knowledge and expertise to help eliminate racism and all forms of racial discrimination in Canadian society. It undertakes research and data collection, acts as a national clearing-house, raises public awareness, and supports anti-racism initiatives and policy. The Foundation operates at arm's length, is funded primarily from the investment income of an original $24-million endowment and reports through the Minister of Canadian Culture and Identity.

There is no future planned spending information available.

CRRF Summary

National 2024–2025 Spending: $12,092,410	• Canadian Race Relations Foundation: 12,092,410
Full-Time Equivalent Staff: 30	• Planned FTEs: 30
Source: Infographic for Canadian Race Relations Foundation; Overview of portfolio organizations	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Canadian Race Relations Foundation	$12,092,410	100
Total Expenditures	**$12,092,410**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Appropriations	$9,995,966	85.6
Sponsorships, donations, contributions and miscellaneous revenues	$88,885	0.8
Investment income earned	$1,441,339	12.3
Changes in fair value-realized	$144,585	1.2
Total Revenues	**$11,670,775**	**100**

Alberta Equivalent

There is no direct Alberta equivalent to the CRRF. Anti-racism work sits within ministry programs in Alberta. Loosely related is the Alberta Ministry of Arts, Culture and Status of Women. Its responsibilities include promoting and celebrating Alberta's unique cultural identity and heritage and addressing gender inequality through expanding economic opportunities for women, establishing a strategy to end gender-based violence and supporting Alberta's 2SLGBTQQIA+ community. However, this Ministry does not address anti-racism. Replicating the CRRF's federal mandate would require Alberta to expand the authority and responsibilities of Arts, Culture and Status of Women and potentially stand up a new agency.

CANADIAN RADIO-TELEVISION AND TELECOMMUNICATIONS COMMISSION

The Canadian Radio-television and Telecommunications Commission (CRTC) is an independent quasi-judicial tribunal regulating broadcasting and telecommunications. CRTC regulates the Canadian communications sector in the public interest under a mandate from Parliament administered through the Minister of Canadian Heritage. Its responsibilities arise under the Broadcasting Act, the Telecommunications Act, the Online News Act and Canada's anti-spam legislation (CASL). It supervises and regulates more than 2,000 broadcasters and a wide range of telecommunications service providers, holds public consultations and hearings, issues and renews licences and sets rules such as Canadian-content requirements. It operates at arm's length and has the powers of a superior court for the production of evidence and enforcement of its decisions.

CRTC Summary

National 2024–2025 Spending: $21,268,519	• Regulate and supervise the communications system: $16,882,641 • Internal services: $4,385,878
Full-Time Equivalent Staff: 691	• Regulate and supervise the communications system: 488 • Internal services: 203
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $17,565,107 • 2027–2028: $17,446,897 • 2028–2029: $17,244,271
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Protection within the communications system	$6,239,074	29.3
Access to the communications system	$5,556,044	26.1
Support for Canadian and Indigenous content creation	$5,087,523	23.9
Internal services	$4,385,878	20.6
Total Expenditures	**$21,268,519**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Regulatory fees	$110,789,000	127.6
Miscellaneous revenues	$650,000	0.7
Revenues earned on behalf of government	–$24,620,000	–28.4
Total Revenues	**$86,819,000**	**100**

Alberta Equivalent

There is no provincial equivalent as broadcasting and telecommunications are exclusively federal jurisdiction. Replicating CRTC's federal mandate would require Alberta to expand the authority of Arts, Culture and Status of Women (the closest equivalent ministry) and potentially stand up a new agency under the ministry.

LIBRARY AND ARCHIVES CANADA

Library and Archives Canada (LAC) is a federal institution preserving Canada's documentary heritage. Under the Library and Archives of Canada Act, its mandate is to preserve the documentary heritage of Canada for present and future generations; to be a source of enduring knowledge accessible to all; to facilitate co-operation among the communities involved in acquiring, preserving and diffusing knowledge; and to serve as the continuing memory of the Government of Canada and its institutions.

LAC Summary

National 2024–2025 Spending: $212,373,164	• Acquiring and preserving documentary heritage: $81,597,752 • Providing access to documentary heritage: $83,520,809 • Internal services: $47,254,603
Full-Time Equivalent Staff: 1,201	• Acquiring and preserving documentary heritage: 433 • Providing access to documentary heritage: 460 • Internal services: 308
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $184,597,263 • 2027–2028: $140,365,061 • 2028–2029: $129,853,625
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Access and services	$47,518,751	22.4
Internal services	$47,254,603	22.3
Preservation	$47,057,015	22.2
Access to information and privacy	$25,263,490	11.9
Acquisition and processing of government records	$14,590,780	6.9
Acquisition and processing of published heritage	$11,602,070	5.5
Outreach and support to communities	$10,738,569	5.1
Acquisition and processing of private archives	$8,347,887	3.9
Total Expenditures	**$212,373,164**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the functionality is split between the Provincial Archives of Alberta for records and the Legislature Library, which provides separate library services. The Provincial Archives of Alberta preserves and makes available private and government records of all media related to the province and serves as the permanent archival repository of the Government of Alberta. The Legislature Library serves as an important parliamentary resource and repository for the Legislative Assembly of Alberta. Library staff provide information and research services to members of Alberta's Legislative Assembly, their staff and the Legislative Assembly Office. Replicating LAC's federal mandate would require Alberta to consolidate the Provincial Archives of Alberta and the Legislature Library. Given existing institutional capacity, an independent Alberta is unlikely to need to fully replicate the role of LAC.

NATIONAL ARTS CENTRE CORPORATION

The National Arts Centre (NAC) is a federal Crown corporation operating Canada's national performing-arts centre. The NAC is governed by the National Arts Centre Act and reports to Parliament through the Minister of Canadian Heritage. Its statutory objectives are to operate and maintain the Centre; to develop the performing arts in the National Capital Region; and to assist the Canada Council for the Arts in developing the performing arts elsewhere in Canada.

NAC Summary

National 2024–2025 Spending: $121,137,000	• Expenses: $121,137,000
Full-Time Equivalent Staff: 349	• Full-time employees: 349 • Part-time employees: 286
Source: 2024–25 Annual results	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Commercial operations	$13,247,000	10.9
Programming	$70,976,000	58.6
Building operations	$23,264,000	19.2
Administration and technology	$13,650,000	11.3
Total Expenditures	**$121,137,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Commercial operations	$22,815,000	19.5
Programming	$12,060,000	10.3
Grant from the National Arts Centre Foundation	$7,071,000	6.0
Other income	$1,930,000	1.6
Investment income	$75,000	0.1
Parliamentary appropriations	$73,072,000	62.4
Total Revenues	**$117,023,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as Alberta has no performing arts-centre Crown corporation. However, Alberta operates provincial performance venues within its ministries offering a parallel function. For example, the Jubilee auditoriums in Calgary and Edmonton are operated in partnership with the provincial ministries of Infrastructure and Arts, Culture and Status of Women. Replicating the NAC's federal mandate would require Alberta to expand the authority and responsibilities of Arts, Culture and Status of Women and Infrastructure and stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional arts and culture funding. Given the NAC's location in Ottawa, an independent Alberta is unlikely to fully replicate the NAC.

THE NATIONAL BATTLEFIELDS COMMISSION

The National Battlefields Commission (NBC) is a federal agency preserving a national historic park in Quebec City and was established under An Act Respecting the National Battlefields at Quebec. It preserves and develops Battlefields Park in Quebec City — comprising the Plains of Abraham, Des Braves Park, and the Pierre-Dugua-de-Mons Terrace — Canada's first national historic park, site of the 1759 Battle of the Plains of Abraham and the 1760 Battle of Sainte-Foy. The Commission is administered by a nine-member board (seven appointed by the governor-in-council, plus one each by Quebec and Ontario).

Alberta Equivalent

There is no Alberta equivalent as the National Battlefields Commission manages a specific national historic park in Quebec City. Given the NBC's location and mandate, an independent Alberta would not replicate this federal function.

NATIONAL FILM BOARD

The National Film Board of Canada (NFB) is a federal agency within the Canadian Heritage portfolio, responsible for producing and distributing audiovisual works. Its statutory mandate under the National Film Act is "to produce and distribute and to promote the production and distribution of films designed to interpret Canada to Canadians and to other nations." As Canada's public producer and distributor, it creates distinctive documentary, auteur animation and interactive works that reflect diverse Canadian perspectives.

NFB Summary

National 2024–2025 Spending: $82,474,995	• Audiovisual programming and production: $38,433,621 • Content accessibility and audience engagement: $29,053,478 • Internal services: $14,987,896
Full-Time Equivalent Staff: 342	• Audiovisual programming and production: 118 • Content accessibility and audience engagement: 146 • Internal services: 78
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $72,476,403 • 2027–2028: $71,367,165 • 2028–2029: $70,934,459
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Audiovisual programming and production	$38,433,621	46.6
Internal services	$14,987,895	18.2
Promotion of works and National Film Board outreach	$13,508,296	16.4
Distribution of works and audience engagement	$10,048,364	12.2
Preservation, conservation and digitization of works	$5,496,818	6.7
Total Expenditures	**$82,474,995**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Television	$169,000	4.9
Institutional and educational	$1,572,000	45.9
Home video	$257,000	7.5
Theatrical	$41,000	1.2
Stock shots	$667,000	19.5
Partnerships and pre-sale	$482,000	14.1
Technical Services	$129,000	3.8
Miscellaneous	$105,000	3.1
Total Revenues	**$3,422,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the National Film Board produces and distributes films federally. Alberta supports film through grants and tax credits, not a production agency. Replicating the NFB's federal mandate would require Alberta to expand the responsibilities of Arts, Culture and Status of Women and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on culture.

NATIONAL MUSEUMS

Canada has eight national museums: the Canada Agriculture and Food Museum (Ottawa); the Canada Aviation and Space Museum (Ottawa); the Canadian Museum for Human Rights (Winnipeg); the Canadian Museum of History (Gatineau); the Canadian Museum of Immigration at Pier 21 (Halifax); the Canadian Museum of Nature (Ottawa); the Canada Science and Technology Museum (Ottawa); and the Canadian War Museum (Ottawa).

CANADA'S MUSEUMS OF SCIENCE AND INNOVATION

Ingenium operates three museums of science and innovation: the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum and the Canada Science and Technology Museum.

The Canada Agriculture and Food Museum is a working dairy farm in Ottawa where visitors explore how agricultural science and technology shape everyday life, through immersive exhibitions, food demonstrations and animal barns. The Canada Aviation and Space Museum is Canada's national aviation history museum, located in Ottawa, holding the country's largest collection of civil and military aircraft and showcasing Canada's history and achievements in aviation and space. The Canada Science and Technology Museum, also located in Ottawa, presents Canada's story of science and technology through interactive, discovery-based exhibitions and collections.

Ingenium Summary

National 2024–2025 Spending: $64,272,000	• Expenses: $64,272,000
Full-Time Equivalent Staff: 240	• Employees: 240
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $65,001,000 • 2027–2028: $66,346,000 • 2028–2029: $66,708,000
Source: 2030–31 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Exhibitions, programs and outreach	$24,409,000	38.0
Museums and collection buildings	$22,526,000	35.0
Internal services	$11,162,000	17.4
Heritage preservation and research	$6,175,000	9.6
Total Expenditures	**$64,272,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Operating	$9,798,000	68.1
Contributions	$3,433,000	23.9
Interest	$1,161,000	8.1
Total Revenues	**$14,392,000**	**100**

Alberta Equivalent

There is no Alberta equivalent of a science and innovation museum that is provincially operated or government-run. The closest provincial equivalents are the Royal Alberta Museum[4] and provincial heritage facilities under Arts, Culture and Status of Women. Alberta does not have a dedicated museum for agriculture. Alberta's science centres, such as the Telus World of Science and Telus Spark are run by private non-profit organizations. The Alberta Aviation Museum is an independent non-profit and historical society. Replicating Ingenium's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on science and innovation museums.

CANADIAN MUSEUM OF HISTORY

The Canadian Museum of History, in Gatineau, Quebec, is a Crown corporation governed by the Museums Act. Its purpose is to enhance Canadians' knowledge, understanding and appreciation of the events, experiences, people and objects that reflect and have shaped Canada's history and identity, and to increase awareness of world history and cultures. It includes the Canadian War Museum, which is Canada's national museum of military history.

Digital Museums Canada (DMC) is an investment program administered by the Canadian Museum of History with financial support from the Government of Canada. It provides funding (up to $250,000 per project) and expert guidance to help Canadian museums and heritage, cultural and Indigenous organizations build digital capacity and create online storytelling projects such as virtual exhibitions.

Canadian Museum of History Summary

National 2024–2025 Spending: $117,463,000	• Expenses: $117,463,000
Full-Time Equivalent Staff: 481	• Employees: 481
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $111,567,000 • 2027–2028: $116,005,000 • 2028–2029: $114,596,000
Source: 2029–30 Corporate plan	

[4] The RAM has some exhibits focused on archaeology, industry, earth sciences and life sciences.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Accommodation	$43,392,000	36.9
Exhibit, educate and communicate	$31,373,000	26.7
Corporate management	$26,322,000	22.4
Collect and research	$16,376,000	13.9
Total Expenditures	**$117,463,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Donations and sponsorships	$2,980,000	13.6
Interest income	$4,506,000	20.6
Operating revenue	$14,357,000	65.7
Total Revenues	**$21,843,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the Canadian Museum of History, the Canadian War Museum and Digital Museums Canada are national, federal museums. However, the Royal Alberta Museum (RAM) is a close counterpart to the CMH as Alberta's provincial museum. The RAM sustains the province's collecting, research and conservation activities and showcases and shares a long and storied history of this land and its peoples. It collects, preserves, researches, interprets, and exhibits objects and specimens related to the heritage of Alberta's people and natural environment. Alberta is also home to The Military Museums, a Canadian Armed Forces tri-service history, heritage, art, research and educational institution. Replicating the Canadian Museum of History's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and the Royal Alberta Museum and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on culture and history.

CANADIAN MUSEUM FOR HUMAN RIGHTS

The Canadian Museum for Human Rights is a federal Crown corporation and is one of two national museums outside the National Capital Region. Its mandate is to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, promote respect for others and encourage reflection and dialogue.

There is no employment information available.

Canadian Museum of Human Rights Summary

National 2024–2025 Spending: $44,637,000	• Expenses: $44,637,000
Source: 2024–25 Annual report and financial statements	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $45,318,000 • 2027–2028: $46,484,000 • 2028–2029: $47,683,000
Source: 2029–30 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Museum content, programs and engagement	$14,770,000	33.1
Accommodation	$20,620,000	46.2
Internal services	$9,247,000	20.7
Total Expenditures	**$44,637,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Operating	$1,891,000	18.6
Contributions	$7,503,000	73.7
Other revenue	$790,000	7.8
Total Revenues	**$10,184,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the Canadian Museum for Human Rights is a national museum. Alberta has provincially owned historic sites, centres and museums that can be visited and may address issues of human rights, albeit not exclusively.[5] The closest direct equivalent is the Royal Alberta Museum, but the RAM is a general-interest and history museum. Replicating the Canadian Museum for Human Rights' federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and the Royal Alberta Museum and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on culture and history. Given the CMHR's location in Winnipeg, an independent Alberta is unlikely to fully replicate the museum in the medium term.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

The Canadian Museum of Immigration at Pier 21 in Halifax is a federal Crown corporation established under the Museums Act. Its purpose is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in building Canada and of the contributions of immigrants to the country's culture, economy and way of life.

Canadian Museum of Immigration Summary

National 2024–2025 Spending: $13,208,000	• Expenses: $13,208,000
Full-Time Equivalent Staff: 56	• Employees: 56
Source: 2024–25 Annual report; 2029–30 Corporate plan	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $13,790,790 • 2027–2028: $13,960,190 • 2028–2029: $14,178,120
Source: 2029–30 Corporate plan	

5 For example, the Head-Smashed-In Buffalo Jump is a UNESCO World Heritage Site that was used by Indigenous hunters. The centre showcases the impact colonization had on Indigenous peoples.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Personnel costs	$6,653,000	50.4
Rent and related costs	$1,706,000	12.9
Amortization of capital assets	$1,258,000	9.5
Exhibition and programming	$716,000	5.4
Operating supplies and services	$550,000	4.2
Marketing, promotion and recognition	$431,000	3.3
Repairs and maintenance and building operation	$397,000	3.0
Utilities	$351,000	2.7
Office supplies and administration	$269,000	2.0
Cost of goods sold	$256,000	1.9
Payment in lieu of taxes	$214,000	1.6
Travel and hospitality	$205,000	1.6
Professional and special services	$202,000	1.5
Total Expenditures	**$13,208,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Operating	$2,117,000	53.1
Amortization of deferred contributions	$69,000	1.7
Donations	$1,379,000	34.6
Interest and others	$423,000	10.6
Total Revenues	**$3,988,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the Museum of Immigration is a national museum and there is no provincial counterpart. Alberta has provincially owned historic sites, centres and museums that can be visited and may address the role of immigrants in Alberta (e.g., Royal Alberta Museum, Glenbow Museum). Replicating the Canadian Museum of Immigration's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and the Royal Alberta Museum and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on culture and history. Given the CMIP's location in Halifax, an independent Alberta is unlikely to fully replicate the museum in the medium term.

CANADIAN MUSEUM OF NATURE

The Canadian Museum of Nature is a federal Crown corporation and Canada's natural history museum established under the Museum Act. Its purpose is to increase interest in, knowledge of, and appreciation and respect for the natural world by maintaining a collection of natural history objects, with special but not exclusive reference to Canada. The national collections hold roughly 15 million specimens, the largest collection of biological specimens in Canada. Its public exhibitions are housed in the Victoria Memorial Museum Building in Ottawa, with collections and research facilities at the Natural Heritage Campus in Gatineau, Quebec.

There is no employment information available.

Canadian Museum of Nature Summary

National 2024–2025 Spending: $50,523,000	• Expenses: $50,523,000
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $50,788,000 • 2027–2028: $51,333,000 • 2028–2029: $52,119,000
Source: 2029–30 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Personnel costs	$21,060,000	41.7
Amortization of capital assets	$8,539,000	16.9
Operation and maintenance of buildings	$5,504,000	10.9
Professional and special services	$5,311,000	10.5
Real property taxes	$2,653,000	5.3
Interest on capital lease obligation	$1,755,000	3.5
Information management infrastructure and systems	$1,610,000	3.2
Exhibitions	$1,277,000	2.5
Repairs and maintenance	$698,000	1.4
Travel	$605,000	1.2
Marketing and communications	$524,000	1.0
Cost of goods sold	$503,000	1.0
Objects for collections	$120,000	0.2
Freight	$46,000	0.1
Accretion of asset retirement obligation	$29,000	0.1
Other expenses	$289,000	0.6
Total Expenditures	**$50,523,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Admission and program fees	$5,635,000	38.5
Ancillary operations	$3,473,000	23.7
Contributions	$2,453,000	16.8
Interest	$1,973,000	13.5
Professional and scientific services	$977,000	6.7
Other	$125,000	0.9
Total Revenues	**$14,636,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the Museum of Nature is a national museum. The Royal Alberta Museum is a general provincial museum that has natural history collections but it is not a counterpart. Alberta also has the Royal Tyrell Museum, but that is focused on palaeontology and not a general natural history museum. Replicating the Canadian Museum of Nature's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and the Royal Alberta Museum and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional spending on culture and history. Given the CMIP's location in Ottawa-Gatineau, an independent Alberta is unlikely to fully replicate the museum in the medium term.

NATIONAL GALLERY OF CANADA

The National Gallery of Canada (NGC) is a national museum and Crown corporation for visual art. It is governed by the Museums Act and the Financial Administration Act. The Museums Act declares that Canada's heritage must be preserved for present and future generations and that each museum it establishes plays an essential role in preserving and promoting that heritage and provides, in both official languages, a service essential to Canadian culture. The act sets out the Gallery's purposes, capacity, and powers; the Gallery reports to Parliament through the Minister of Canadian Culture and Identity.

NGC Summary

National 2024–2025 Spending: $83,538,000	• Expenses: $83,538,000
Full-Time Equivalent Staff: 282	• Full-time employees: 282 • Part-time employees: 59
Source: 2024–25 Annual report; 2029–30 Corporate plan	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $65,899,000 • 2027–2028: $66,889,000 • 2028–2029: $66,889,000
Source: 2029–30 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$31,457,000	37.7
Purchased items for the collection	$9,465,000	11.3
Contributed items for the collection	$11,937,000	14.3
Amortization of capital assets	$5,363,000	6.4
Payments in lieu of taxes	$3,306,000	4.0

Program	Total Canada Spending	Share of Total Spending (%)
Professional and special services	$5,199,000	6.2
Insurance	$324,000	0.4
Repairs and maintenance of buildings and equipment	$4,478,000	5.4
Protection services	$3,990,000	4.8
Utilities, materials and supplies	$2,392,000	2.9
Freight, cartage, and postage	$1,060,000	1.3
Other expenses	$4,567,000	5.5
Total Expenditures	**$83,538,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Operating revenue	$7,656,000	30.6
Interest revenue	$1,627,000	6.5
Sponsorships and contributions	$3,821,000	15.3
Contributed items for the Collection	$11,937,000	47.7
Total Revenues	**$25,041,000**	**100**

Alberta Equivalent

There is no direct equivalent to the National Gallery of Canada as it is a national museum. The closest equivalent is the Art Gallery of Alberta, but this is an independent, non-profit organization and is not provincially owned or operated. Replicating the NGC's federal mandate would require Alberta to expand the authority and responsibility of Arts, Culture and Status of Women and stand up a new agency to build a national art gallery. Alternatively, an independent Alberta may choose to forgo additional spending on arts and culture. Given the NGC's location in Ottawa, an independent Alberta is unlikely to fully replicate the NGC.

OFFICE OF THE COMMISSIONER OF INDIGENOUS LANGUAGES

The Office of the Commissioner of Indigenous Languages is an independent agency protecting Indigenous language rights under the Indigenous Languages Act. It promotes and champions Indigenous languages and supports the efforts of Indigenous Peoples across Canada to reclaim, revitalize, maintain, and strengthen their languages. It is part of Canada's response to the Calls to Action from the Truth and Reconciliation Commission of Canada. The Commissioner receives and investigates complaints about non-compliance with the act, conducts reviews, offers dispute resolution services, and reports to the Minister of Canadian Heritage.

Commissioner of Indigenous Languages Summary

National 2024–2025 Spending: $12,127,746	• Operating expenses: $12,127,746
Full-Time Equivalent Staff: 4	• Commisioner: 1 • Directors: 3
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Consultants	$4,483,987	37.0
Salaries and benefits	$3,511,619	29.0
Office expenses	$2,551,718	21.0
Travel	$649,424	5.4
Amortization	$296,203	2.4
Rent	$228,286	1.9
Professional fees	$158,637	1.3
Non-refundable portion of HST rebate	$82,988	0.7
Utilities	$64,316	0.5
Advertising	$46,773	0.4
Insurance	$22,543	0.2
Repairs	$20,300	0.2
Interest	$7,158	0.1
Training	$3,794	0.03
Total Expenditures	**$12,127,746**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Contributions	$11,580,915	95.5
Amortization of deferred capital contributions	$296,203	2.4
Investment income	$250,628	2.1
Total Revenues	**$12,127,746**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as there is no independent provincial commissioner or office dedicated to Indigenous languages. What exists in Alberta is program-based and delivered through ministries and non-government organizations. Indigenous Relations is the ministry responsible for Alberta's relationships with First Nations, Métis, and Inuit peoples and is responsible for provincial engagement that touches on culture and languages, but it does not house a languages commissioner. Arts, Culture and Status of Women funds cultural and heritage programming, which can include Indigenous cultural initiatives, again without a dedicated languages office. Advanced Education and Education support some Indigenous-language instruction and curriculum in schools and post-secondary institutions, and Alberta has provided grants for Indigenous-language and cultural programming. Replicating the Office of the Commissioner of Indigenous Languages' federal mandate would require Alberta to expand the authority of Arts, Culture and Status of Women or Indigenous Relations or stand up a new agency.

OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES

The Commissioner of Official Languages is an independent agent of Parliament protecting language rights under the Official Languages Act. The Commissioner acts as an ombudsperson, working to ensure the equality of English and French in federal institutions, to support the preservation and development of official-language minority communities and to advance the equality of the two languages in Canadian society. The Commissioner receives and investigates complaints about non-compliance with the act, conducts reviews and reports to Parliament.

Commissioner of Official Languages Summary

National 2024–2025 Spending: $26,148,095	• Protection of rights related to official languages: $8,844,674 • Advancement of English and French in Canadian society: $7,902,119 • Internal services: $9,401,302
Full-Time Equivalent Staff: 172	• Protection of rights related to official languages: 67 • Advancement of English and French in Canadian society: 55 • Internal services: 50
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $27,033,917 • 2027–2028: $27,033,917 • 2028–2029: $27,040,169
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$9,401,302	36.0
Protection of official languages rights	$8,844,674	33.8
Advancement of official languages	$7,902,119	30.2
Total Expenditures	**$26,148,095**	**100**

Alberta Equivalent

There is no Alberta equivalent, as the Official Languages Commissioner enforces federal bilingualism and Alberta is a unilingual province with English as the official language. Replicating the Official Languages Commissioner's federal mandate would require Alberta to expand the authority of Arts, Culture and Status of Women or stand up a new agency. Alternatively, an independent Alberta may forgo this functionality given it is unilingual.

TELEFILM CANADA

Telefilm Canada is a Crown corporation supporting Canada's audiovisual industry, established under the Telefilm Canada Act. Its mandate is to foster and promote the development of Canada's audiovisual industry, acting as one of the government's principal instruments of strategic support to the film, television, and new-media sectors. Through its funds and programs, it invests in and makes loans to Canadian audiovisual productions, makes awards and grants to industry professionals and supports distribution. It fosters productions that reflect Canadian society's linguistic duality and cultural diversity and encourages their dissemination at home and abroad. It consists of members appointed by the governor-in-council plus the Government Film Commissioner and is headquartered in Montreal.

There is no future planned spending information available.

Telefilm Canada Summary

National 2024–2025 Spending: $158,302,331	• Expenses: $158,302,331
Full-Time Equivalent Staff: +200	• Employees: +200
Source: 2024–25 Annual report; Service charter	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Funding the production of Canadian content	$105,294,165	66.5
Promoting Canadian talent and content	$38,117,123	24.1
Internal services	$14,891,044	9.4
Total Expenditures	**$158,302,331**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Management fees from the Canada Media Fund	$10,417,000	49.6
Investment revenues and recoveries	$9,495,000	45.2
Contributions to promotional support activities	$622,000	3.0
Talent Fund	$349,000	1.7
Interest and other revenues	$114,000	0.5
Total Revenues	**$20,997,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent to Telefim Canada. Alberta supports screen production and the audiovisual industry through provincial grants, funds (e.g., the Alberta Media Fund) and the Film and Television Tax Credit. Replicating Telefilm Canada's federal mandate would require Alberta to expand the authority and responsibility of specific ministries (Arts, Culture and Status of Women; Jobs, Economy, Trade and Immigration; Treasury Board and Finance) and potentially stand up a new agency. Alternatively, an independent Alberta may choose to forgo additional audiovisual arts and culture funding. Given Telefilm Canada's location in Montreal, an independent Alberta is unlikely to fully replicate it.

CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA

Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) is the federal department for Crown-Indigenous relations and the North. CIRNAC works to renew the nation-to-nation, Inuit-Crown and government-to-government relationship between Canada and First Nations, Inuit and Métis; to advance reconciliation, self-determination, and the affirmation and implementation of Indigenous rights and treaties; and to lead the Government of Canada's work in the North and Arctic. It is overseen by two ministers, the Minister of Crown-Indigenous Relations and the Minister of Northern and Arctic Affairs.

Included in its portfolio are entities under the First Nations Fiscal Management Act; Polar Knowledge Canada and the Canadian High Arctic Research Station; the Canadian Northern Economic Development Agency (CanNor);[6] the Specific Claims Tribunal; and organizations supporting Canada's treaty relationships with Indigenous Peoples.

CIRNAC Summary

National 2024–2025 Spending: $14,249,650,920	• Crown-Indigenous Relations: $13,056,432,727 • Northern Affairs: $1,015,184,110 • Internal services: $178,034,083
Full-Time Equivalent Staff: 1,931	• Crown-Indigenous Relations: 992 • Northern Affairs: 399 • Internal services: 540
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $11,868,639,770 • 2027–2028: $5,651,099,630 • 2028–2029: $5,210,258,841
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Specific claims	$8,353,352,288	58.6
Management of treaties and agreements	$2,314,067,912	16.2
Other claims	$1,440,776,619	10.1
Northern contaminated sites	$567,641,904	4.0
Support for Indigenous-led services and programming	$462,714,121	3.2
Nutrition North	$198,286,740	1.4
Negotiation of treaties, self-government agreements and other constructive arrangements	$174,602,328	1.2
Support for Indigenous engagement and capacity	$141,442,984	1.0
Northern and Arctic governance and partnerships	$132,866,297	0.9
Residential schools legacy	$84,817,456	0.6
Climate change adaptation and clean energy	$65,706,103	0.5
Legal services	$62,226,715	0.4
Indigenous institutional development and land management	$62,025,658	0.4
Management and oversight services	$34,552,472	0.2
Northern and Arctic environmental sustainability	$23,847,074	0.2

6 Discussed under Regional Economic Development Agencies; see ISED Agencies and Other Entities.

Program	Total Canada Spending	Share of Total Spending (%)
Financial management services	$19,667,034	0.1
Guidance and advice on duty to consult	$18,125,939	0.1
Information technology services	$17,334,684	0.1
Northern regulatory and legislative frameworks	$15,833,841	0.1
Human resources management services	$15,736,242	0.1
Communications services	$13,294,580	0.1
Northern strategic and science policy	$11,002,151	0.1
Materiel management services	$8,005,365	0.1
Information management services	$5,855,731	0.0
Indian residential schools settlement agreement	$4,507,422	0.0
Real property management services	$1,361,259	0.0
Total Expenditures	**$14,249,650,920**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta Indigenous Relations. There is a functional match on the Indigenous relations portfolio via Indigenous relations and Alberta's Aboriginal Consultation Office; CIRNAC also covers northern affairs and federal treaty/land-claim obligations that have no direct provincial analogue. While federal responsibility, Alberta does have a role in land-claim agreements, as it "has a constitutional obligation under the NRTA (Constitution Act, 1930) to transfer back to Canada unoccupied Crown lands necessary to allow Canada to settle claims with First Nations" (source). Alberta manages northern affairs through the Northern Alberta Development Council (source). Replicating CIRNAC's federal mandate would require Alberta to assign new responsibilities and authorities to Alberta Indigenous Relations and potentially NADC.

CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Crown-Indigenous Relations and Northern Affairs Canada listed in the public accounts include the Canadian High Arctic Research Station (operated under Polar Knowledge Canada). Special operating agencies under CIRNAC's authority or that are otherwise relevant but not listed in the public accounts include: entities under the First Nations Fiscal Management Act (the First Nations Finance Authority; the First Nations Financial Management Board; the First Nations Tax Commission; and the First Nations Infrastructure Institute); Polar Knowledge Canada; and the Specific Claims Tribunal and Registry of the Specific Claims Tribunal; and treaty organizations (the British Columbia Treaty Commission; the Treaty Relations Commission of Manitoba; the Office of the Treaty Commissioner in Saskatchewan; the Cree-Naskapi Commission; the Inuvialuit Arbitration Board; the Gwich'in Renewable Resources Board; the Sahtu Renewable Resources Board; and the Nunavut Wildlife Management Board).

ENTITIES UNDER THE FIRST NATIONS FISCAL MANAGEMENT ACT

The First Nations Fiscal Management Act (FNFMA) is federal legislation that gives First Nations governments a framework and a set of tools to strengthen their communities and build their economies by exercising jurisdiction over fiscal matters. A defining feature is that it is First Nations-led and First Nations-designed — it was developed by First Nations leaders rather than imposed. The FMA is optional legislation: First Nations who are bands within the meaning of the Indian Act choose whether to participate. A First Nation opts in by being added ("scheduled") to the act by ministerial order at its own request, after which it can work with the act's institutions to access the regime's powers. As of March 31, 2026, 56% of Alberta First Nations participate in the First Nations Financial Management Act (source).

The FNFMA creates a set of First Nations-led institutions: the First Nations Financial Management Board (FMB, which sets financial-governance standards and certifies First Nations' financial management, which qualifies them to borrow); the First Nations Finance Authority (FNFA, the pooled-borrowing arm that issues bonds in capital markets on members' behalf to give them access to affordable long-term financing); the First Nations Tax Commission (FNTC, which regulates and supports First Nations property taxation and local-revenue systems); and the First Nations Infrastructure Institute (FNII, which provides tools, best practices, and capacity support to plan, implement, and manage community infrastructure).

Alberta Equivalent

There is no direct Alberta equivalent. The FNFMA is an opt-in federal statute operating in the s. 91(24) domain ("Indians, and Lands reserved for the Indians"). First Nations in Alberta can and do schedule themselves to the act and work with its institutions, but that participation is with the federal framework; Alberta has no role in it and no parallel legislation. Replicating the FNFMA's federal functionality would require Alberta to expand the responsibilities and authorities of Alberta Indigenous Relations and stand up new agencies. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over transfer out of the FNFMA and into a new Alberta equivalent as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

FIRST NATIONS FINANCIAL MANAGEMENT BOARD

The First Nations Financial Management Board (FMB) is non-profit institution supporting First Nations financial governance, established under the First Nations Fiscal Management Act. The First Nations Financial Management Board sets standards and provides certification, tools, and support to help First Nations strengthen their financial management, financial performance, and governance, enabling participation in the act's fiscal framework (including access to First Nations Finance Authority borrowing). The FMB is headquartered in Vancouver, with offices in Winnipeg, Ottawa and Montreal. The FMB is not an agent of the Crown but the Chairperson is appointed by the Governor in Council.

FMB Summary

National 2024–2025 Spending: $31,166,906	• Operating expenses: $31,166,906
Full-Time Equivalent Staff: 134	• Employees: 134
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $39,031,000 • 2027-2028: $39,042,000 • 2028-2029: $40,026,000
Source: 2026–27 Corporate plan	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and benefits	$19,538,519	62.7
Operations and administration	$4,803,660	15.4
Professional fees	$2,748,068	8.8
Travel	$2,467,979	7.9
Director fees and expenses	$938,563	3.0
Direct cost of client service	$279,848	0.9
Amortization	$390,269	1.3
Total Expenditures	**$31,166,906**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Federal government funding	$31,392,931	97.4
Other income	$344,262	1.1
Interest income	$500,241	1.6
Total Revenues	**$32,237,434**	**100**

Alberta Equivalent

There is no Alberta equivalent, as the FMB is a First Nations fiscal institution under federal legislation and Alberta has no equivalent legislation. Alberta engages with First Nations, Metis, and Inuit through its Indigenous Relations ministry, but treaty and land-claim implementation and co-management structures are federal jurisdiction. Alberta also has the Alberta Indigenous Opportunities Corporation, but it provides loan guarantees and access to capital, not financial management support. Replicating the FMB's federal functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

FIRST NATIONS FINANCE AUTHORITY

The First Nations Finance Authority (FNFA) is a statutory non-profit organization established under the First Nations Fiscal Management Act. The FNFA provides financing, investment and advisory services for First Nations governments that are members; membership is open to all First Nations across Canada. FNFA pools the borrowing needs of member First Nations and issues bonds in the capital markets on their behalf, giving them access to long-term financing at preferential rates. Though established under the First Nations Fiscal Management Act, the FNFA is independent of the Government of Canada and is governed by only by its member First Nations communities.

FNFA Summary

National 2024–2025 Spending: $115,832,000	• Operating expenses: $115,832,000
Full-Time Equivalent Staff: 37	• Employees: 37
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Interest on financing	$95,917,000	82.8
Investment revenue due to members	$5,743,000	5.0
Salaries and benefits	$4,453,000	3.8
Financing fees	$2,089,000	1.8
Professional fees	$2,482,000	2.1
Debenture issuance costs amortization	$1,558,000	1.3
Debenture issuance discount amortization	$981,000	0.8
Operations and management	$1,436,000	1.2
Travel, marketing and workshops	$810,000	0.7
Amortization of capital assets	$363,000	0.3
Total Expenditures	**$115,832,000**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Interest from loan programs	$105,636,000	85.0
Investment	$12,872,000	10.4
Grants and contributions	$2,531,000	2.0
Debenture issuance premium amortization	$1,986,000	1.6
Management fees	$1,015,000	0.8
Other	$189,000	0.2
Total Revenues	**$124,229,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, though there is some equivalent functionality through Alberta's Local Authority's Capital Financing Act. Alberta provides eligible municipal, regional, health and education authorities with capital-project financing (source). Currently the only Indigenous governments explicitly eligible under the act are Metis settlements. Alberta engages with First Nations, Metis, and Inuit through its Indigenous Relations ministry, but treaty and land-claim implementation and co-management structures are federal jurisdiction. Alberta also has the Alberta Indigenous Opportunities Corporation, but it provides project-specific loan guarantees and access to capital. Replicating the FNFA's functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

FIRST NATIONS TAX COMMISSION

The First Nations Tax Commission is an institution regulating First Nations taxation, established under the First Nations Fiscal Management Act. The First Nations Tax Commission regulates and supports First Nations property taxation and other local revenue systems on reserve lands, approving local revenue laws and helping to reconcile taxpayer and community interests. It also undertakes special projects and initiatives to promote economic development on First Nations' lands. The Commission is not an agent of the Crown but the Governor in Council appoints the Chief Commissioner and Deputy Chief Commissioner.

First Nations Tax Commission Summary

National 2024–2025 Spending: $15,556,722	• Operating expenses: $15,556,722
Full-Time Equivalent Staff: 33	• Employees:33
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Corporate Plan	$11,892,155	76.4
Research and other special projects	$3,664,567	23.6
Total Expenditures	**$15,556,722**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Corporate Plan	$11,303,585	73.3
Research and other special projects	$3,485,990	22.6
Interest and other income	$631,766	4.1
Total Revenues	**$15,421,341**	**100**

Alberta Equivalent

There is no Alberta equivalent, as the Tax Commission is a First Nations fiscal institution under federal legislation and Alberta has no equivalent legislation. On-reserve First Nations taxation operates under the federal fiscal-management framework; Alberta has no equivalent body. Alberta engages with First Nations, Metis, and Inuit through its Indigenous Relations ministry, but treaty and land-claim implementation and co-management structures are federal jurisdiction. Alberta also has the Alberta Indigenous Opportunities Corporation, but it provides loan guarantees and access to capital, not financial management and taxation support. Replicating the Commission's federal functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

FIRST NATIONS INFRASTRUCTURE INSTITUTE

The First Nations Infrastructure Institute (FNII) is an independent institute established under the First Nations Fiscal Management Act. The FNII's role is to help close the infrastructure gap in First Nations communities. It provides First Nations and other interested Indigenous groups and organizations with tools and support, including best practices, to implement and manage their infrastructure. The FNII is not an agent of the Crown but the Chairperson is appointed by the Governor in Council.

There is no budget information for this entity.

Alberta Equivalent

There is no direct Alberta equivalent. The FNII is a national, First Nations-led institution operating under a federal statute (the First Nations Fiscal Management Act). First Nations in Alberta can opt into the FNFMA regime and work with the FNII directly, but that participation is with the federal framework; Alberta has no role in it and no provincial counterpart body. There are some thematic matches within Alberta's existing institutional capacity. Alberta Infrastructure plans and delivers the province's own public capital assets — but that is the province building its own facilities, not an Indigenous-led body supporting communities to plan and manage their infrastructure. Alberta Municipal Affairs supports municipal infrastructure and capacity (grants, advisory support), but for municipalities, not First Nations, and as a provincial program rather than a First Nations-led institution. Alberta Indigenous Relations engages with First Nations and Métis and has responsibility for the Alberta Indigenous Opportunities Corporation, which backstops Indigenous equity participation in resource/infrastructure projects through loan guarantees. The AIOC is a project-financing guarantee vehicle, not an infrastructure planning-and-capacity institute. Replicating the FNII's federal functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

POLAR KNOWLEDGE CANADA

Polar Knowledge Canada (POLAR) is a departmental corporation advancing Arctic science and research. POLAR was established under the Canadian High Arctic Research Station Act and is mandated to advance knowledge of the Canadian Arctic to improve economic opportunities, environmental stewardship and quality of life; to promote knowledge of other circumpolar regions including the Antarctic; to strengthen Canada's leadership on Arctic issues; and to establish a hub for scientific research. It operates CHARS in Cambridge Bay, Nunavut (its headquarters) and is within the portfolio of the Minister of Northern and Arctic Affairs.

POLAR Summary

National 2024–2025 Spending: $36,467,311	• Polar science and knowledge: $26,633,137 • Internal services: $9,834,174
Full-Time Equivalent Staff: 94	• Polar science and knowledge: 50 • Internal services: 44
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $37,518,933 • 2027–2028: $36,674,836 • 2028–2029: $36,074,836
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Science and technology	$24,594,939	67.4
Internal services	$9,834,174	27.0
Knowledge management and engagement	$2,038,199	5.6
Total Expenditures	**$36,467,311**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, as Polar Knowledge Canada is a federal Arctic science body. Given POLAR's location and mandate, an independent Alberta is unlikely to replicate the federal functionality. Replicating POLAR's federal mandate would require Alberta to establish a northern Alberta research station.

SPECIFIC CLAIMS TRIBUNAL/REGISTRY OF THE SPECIFIC CLAIMS TRIBUNAL

The Specific Claims Tribunal was established under the Specific Claims Tribunal Act, developed jointly with the Assembly of First Nations as part of the federal "Justice at Last" policy. It is an independent adjudicative body that decides the validity of, and compensation for (up to $150 million per claim), specific claims brought by First Nations regarding the Crown's administration of their lands and assets and the fulfillment of treaty obligations. Its members are drawn from a roster of Superior Court judges; its decisions are final but subject to judicial review. This entry is the Tribunal's Registry, which provides administrative support to the Tribunal. The Specific Claims Tribunal registry provides administrative supports to the Specific Claims Tribunal.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent. The Specific Claims Tribunal adjudicates First Nations claims against the federal Crown. There is no provincial counterpart, since specific claims concern federal obligations. Replicating the Tribunal's federal functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations.

TREATY ORGANIZATIONS

Canada has eight treaty organizations to facilitate treaty negotiations, manage treaty relationships and engage in co-management and dispute resolution under land claim agreements: the British Columbia Treaty Commission; the Treaty Relations Commission of Manitoba; the Office of the Treaty Commissioner in Saskatchewan; the Cree-Naskapi Commission; the Inuvialuit Arbitration Board; the Gwich'in Renewable Resources Board; the Sahtu Renewable Resources Board; and the Nunavut Wildlife Management Board. There is no budget information for these entities. These organizations are all in geographies outside of Alberta so an independent Alberta may not need to replicate their functionality.

Alberta Equivalent

There is no direct Alberta equivalent. The historic Numbered Treaties (in Alberta: Treaty 6, Treaty 7, and Treaty 8) were made with the Crown in right of Canada, and modern treaties, land claims, and self-government agreements are negotiated and implemented federally. Treaty entities — the bodies that negotiate, implement, adjudicate, or steward treaty and land-claim relationships — are federal or, in some cases, tripartite bodies. Alberta engages with Indigenous Peoples and discharges the duty to consult through instruments other than treaty entities. Indigenous Relations is the ministry that carries the province's relationships with First Nations and Métis, including consultation, agreements, and engagement on treaty-territory matters. It is a relationship/engagement ministry, not a treaty commission or an implementation board. Replicating a treaty organization's federal functionality would require Alberta to expand the authority of Alberta Indigenous Relations and stand up a new agency. An independent Alberta would need to engage in trilateral negotiations with Canada and affected Indigenous communities over outstanding claims as part of separation negotiations. This is conditional on First Nations electing to leave Canada with Alberta.

BRITISH COLUMBIA TREATY COMMISSION

The British Columbia Treaty Commission is an independent body facilitating BC treaty negotiations. The British Columbia Treaty Commission is the independent, neutral body that facilitates and oversees modern tripartite treaty negotiations among First Nations, Canada, and British Columbia, allocating negotiation support funding and keeping the parties accountable to the process.

OFFICE OF THE TREATY COMMISSIONER IN SASKATCHEWAN

The Office of the Treaty Commissioner in Saskatchewan is the body supporting treaty relationships in Saskatchewan. The Office of the Treaty Commissioner in Saskatchewan facilitates and strengthens the treaty relationship between First Nations and the Crown in Saskatchewan through education, research, and dialogue on the historic treaties. The Office supports the bi-lateral Treaty Table process between the Government of Canada and the Federation of Sovereign Indigenous Nations.

TREATY RELATIONS COMMISSION OF MANITOBA

The Treaty Relations Commission of Manitoba is the body supporting treaty relationships in Manitoba. The Treaty Relations Commission of Manitoba supports and strengthens the treaty relationship between First Nations and the Crown in Manitoba through public education, research, and facilitation regarding the historic treaties.

CREE-NASKAPI COMMISSION

The Cree-Naskapi Commission is the oversight body under the Cree-Naskapi (of Quebec) Act. The Cree-Naskapi Commission reports on the implementation of the Cree-Naskapi (of Quebec) Act — Canada's first Indigenous self-government legislation, flowing from the James Bay and Northern Quebec Agreement — and has ombuds-like responsibilities regarding the exercise of local government by Cree and Naskapi communities.

INUVIALUIT ARBITRATION BOARD

The Inuvialuit Arbitration Board is a dispute-resolution board under the Inuvialuit Final Agreement. The Arbitration Board resolves disputes between the Inuvialuit, industry, or the Governments of Canada, Northwest Territories or Yukon arising under that modern land-claim agreement in the Inuvialuit Settlement Region of the western Arctic. It also hears appeals from individuals denied eligibility as a beneficiary under the Agreement.

GWICH'IN RENEWABLE RESOURCES BOARD

The Gwich'in Renewable Resources Board is a co-management board under the Gwich'in Comprehensive Land Claim Agreement. The Gwich'in Renewable Resources Board is the main instrument of wildlife, forestry, and fisheries management in the Gwich'in Settlement Area of Northwest Territories. It comprises a co-management board with representatives from the Gwich'in Tribal Council, Fisheries & Oceans Canada, Environment and Climate Change Canada, and the NWT Department of Environment & Natural Resources.

SAHTU RENEWABLE RESOURCES BOARD

The Sahtu Renewable Resources Board is the co-management board under the Sahtu Dene and Metis Comprehensive Land Claim Agreement. The Sahtu Renewable Resources Board is the main instrument of wildlife, forestry, and fisheries management in the Sahtu Settlement Area of Northwest Territories. It comprises a co-management board with representatives from each of the three districts of the Sahtú Region (Délı̨nę, Tulít'a, and K'asho Got'ı̨nę), the Government of the Northwest Territories, the Canadian Wildlife Service (within ECCC), and Fisheries and Oceans Canada.

NUNAVUT WILDLIFE MANAGEMENT BOARD

The Nunavut Wildlife Management Board (NWMB) is the co-management board under the Nunavut Agreement. The Nunavut Wildlife Management Board is the main instrument of wildlife management in the Nunavut Settlement Area, setting harvesting levels and managing wildlife in cooperation with governments and Inuit organizations. It also has an advisory role in marine management. It comprises a co-management board with representatives from the Kivalliq Inuit Association, the Qikiqtani Inuit Association, the Kitikmeot Inuit Association, Nunavut Tunngavik Incorporated, Fisheries and Oceans Canada, Environment and Climate Change Canada, the Government of Nunavut, a resident of the Nunavut Settlement Area, and a chairperson nominated by the NWMB.

FINANCE CANADA

The Department of Finance is responsible for the overall stewardship of the Canadian economy. This includes preparing the annual federal budget, as well as advising the government on economic and fiscal matters, tax and tariff policy, social measures, security issues, financial stability and Canada's international commitments. It reports to Parliament through the Minister of Finance.

Its portfolio includes the Canada Deposit Insurance Corporation; the Canada Development Investment Corporation; the Canada Pension Plan Investment Board; the Canadian International Trade Tribunal; the Financial Consumer Agency of Canada; the Financial Transactions and Reports Analysis Centre of Canada; the Office of the Auditor General; the Office of the Superintendent of Financial Institutions; and the Royal Canadian Mint.

Finance Canada Summary

National 2024–2025 Spending: $143,259,846,686	• Economic and fiscal policy: $143,202,516,447 • Internal services: $57,330,238
Full-Time Equivalent Staff: 976	• Economic and fiscal policy: 665 • Internal services: 311
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $158,271,364,374 • 2027–2028: $168,447,874,547 • 2028–2029: $177,799,689,047
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Canada Health Transfer	$52,070,685,977	36.3
Market debt and foreign reserves management	$48,097,919,564	33.6
Fiscal arrangements with provinces and territories	$40,009,159,602	27.9
Economic development policy	$2,376,979,093	1.7
Commitments to international financial organizations	$555,106,523	0.4
Tax policy and legislation	$31,178,215	0.0
Financial sector policy	$24,219,638	0.0
Economic and fiscal policy, planning and forecasting	$14,613,224	0.0
Management and oversight services	$12,103,498	0.0
International trade and finance policy	$12,059,865	0.0
Communications services	$11,891,827	0.0
Information technology services	$10,676,792	0.0
Federal-provincial relations and social policy	$9,780,557	0.0
Human resources management services	$7,138,103	0.0
Legal services	$6,050,880	0.0
Financial management services	$3,797,503	0.0
Real property management services	$3,103,789	0.0
Information management services	$1,439,402	0.0
Acquisition management services	$912,221	0.0
Tax collection and administration agreements	$814,188	0.0
Materiel management services	$216,225	0.0
Total Expenditures	**$143,259,846,686**	**100**

Alberta Equivalent

The Alberta Ministry of Treasury Board and Finance serves as the direct provincial-level equivalent to Finance Canada as it is responsible for budget planning, financial management and economic analysis, as well as the administration of tax and revenue programs in the province. For the 2026/27 fiscal year, the ministry estimated a budget of $5,051 million. The Alberta ministry combines Treasury Board and Finance roles. Given existing institutional capacity, an independent Alberta is unlikely to need to replicate Finance's federal mandate and functionality, though it would need to expand Alberta Treasury Board and Finance.

FINANCE CANADA AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Finance Canada listed in the public accounts include the Financial Consumer Agency of Canada; the Financial Transactions and Reports Analysis Centre of Canada; the Office of the Auditor General;[7] and the Office of the Superintendent of Financial Institutions.

Special operating agencies under Finance's authority but not listed in the public accounts include: the Canada Deposit Insurance Corporation; the Canada Development Investment Corporation; the Canada Pension Plan Investment Board; the Canadian International Trade Tribunal; and the Royal Canadian Mint.

CANADA DEPOSIT INSURANCE CORPORATION

The Canada Deposit Insurance Corporation (CDIC) is a federal Crown corporation. CDIC provides insurance against the loss of all or part of deposits. It promotes and otherwise contributes to the stability of the financial system in Canada, for the benefit of those with deposits in CDIC member institutions while minimizing the Corporation's exposure to loss. It insures deposits at member banks, trust and loan companies and federally regulated credit unions, manages the risks of insuring deposits and serves as the resolution authority for member institutions that fail. It is funded by premiums paid by member institutions. CDIC is governed by a board of directors, including six public-sector directors from the Department of Finance, the Bank of Canada, the Office of the Superintendent of Financial Institutions and the Financial Consumer Agency of Canada (source).

CDIC Summary

National 2024–2025 Spending: $86,598,000	• Administrative and other expenses: $86,598,000
Full-Time Equivalent Staff: 195	• Current FTEs: 195
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $73,600,000 • 2027–2028: $71,100,000 • 2028–2029: $63,600,000
Source: 2030-31 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Operating expenses	$86,598,000	100
Total Expenditures	**$86,598,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Premiums	$986,000,000	79.6
Investment income	$253,000,000	20.4
Total Revenues	**$1,239,000,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is some functional overlap with the Credit Union Deposit Guarantee Corporation, the provincial deposit guarantor for Alberta credit unions. CDIC insures deposits at federally regulated institutions. Alberta's CUDGC guarantees deposits at provincial credit unions; it is functionally parallel but covers a different (provincial) set of institutions. Replicating CDIC's federal mandate would require Alberta to expand the authority of Alberta Treasury Board and Finance and stand up a new agency or expand the authority of CUDGC.

[7] Discussed under Officers and Agencies of Parliament.

CANADA DEVELOPMENT INVESTMENT CORPORATION

The Canada Development Investment Corporation (CDEV) is a federal Crown corporation enabled by the Canada Development Investment Corporation Act. CDEV manages investments and corporate interests held by the Government of Canada, acting as the government's trusted financial and commercial advisor and active asset manager. It executes critical financial transactions, manages and divests federal assets to maximize value and oversees a group of subsidiary companies. CDEV is headquartered in Toronto, reports to Parliament through the Minister of Finance and operates under an independent board of directors. Its notable investments and programs include Trans Mountain Corporation, the Indigenous Loan Guarantee Program and the Large Enterprise Tariff Loan (source).

CDEV Summary

National 2024–2025 Spending: $1,757,619,000	• Administrative and other expenses: $1,757,619,000
Full-Time Equivalent Staff: 20	• Current FTEs: 20
Source: **2024–25 Annual report**; **2025-29 Corporate plan**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,618,400,000 • 2027–2028: $1,643,400,000 • 2028–2029: $1,678,700,000
Source: **2025-29 Corporate plan**	

2024–25 Program Spending

Funding Category and Agency	Total Canada Spending	Share of Total Spending (%)
Depletion and depreciation	$996,764,000	56.7
Pipeline operating expenses	$410,709,000	23.4
Crude oil operating, transportation and marketing	$26,386,000	1.5
Salaries and benefits	$213,552,000	12.2
Professional fees	$26,321,000	1.5
Expected credit loss provision on loan receivable	$13,699,000	0.8
Loss on derecognition of property, plant and equipment	$965,000	0.1
Foreign-exchange losses	$2,508,000	0.1
Change in estimates of provision for site restoration	–$57,000	0.0
Other expenses	$66,772,000	3.8
Total Expenditures	**$1,757,619,000**	**100**

2024–25 Revenues

Funding Category and Agency	Total Canada Revenues	Share of Total Revenues (%)
Transportation service revenue	$2,911,159,000	89.6
Net crude oil revenue	$149,256,000	4.6
Lease revenue	$64,856,000	2.0
Other revenue	$9,251,000	0.3
Other income	$33,493,000	1.0
Gain (Loss) on warrants	$79,999,000	2.5
Total Revenues	**$3,248,014,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is a partial match in functionality and institutional capacity with Alberta Investment Management Corporation (AIMCo). Operating as a provincial Crown corporation, AIMCo serves as the de facto provincial equivalent for institutional asset management, investing globally on behalf of public sector pensions, endowments, insurance assets and government fund clients. CDEV is a federal holding company for Crown investments. AIMCo is an investment manager, not a holding company; mapping is approximate and by state investment entity theme only. Replicating CDEV's federal mandate would require Alberta to expand the mandate and authority of AIMCo or stand up a new agency.

CANADA PENSION PLAN INVESTMENT BOARD

The CPP Investment Board (CPPIB) is a federal Crown corporation and pension investment manager established under the Canada Pension Plan Investment Board Act. The CPP Investment Board manages Canada Pension Plan investments with a focus on maximizing long-term returns without undue risk of loss. It is accountable to Parliament and to federal and provincial ministers through the Minister of Finance. CPPIB operates independently guided by an independent Board of Directors.

CPPIB Summary

National 2024–2025 Spending: $9,842,000,000	• Expenses: $9,842,000,000
Full-Time Equivalent Staff: 122	• Current FTEs: 122
Source: 2024–25 Annual report	

2024–25 Program Spending

Funding Category and Agency	Total Canada Spending	Share of Total Spending (%)
Personnel	$1,166,000,000	11.8
General and administrative	$590,000,000	6.0
Management fees	$16,000,000	0.2
Performance fees	$131,000,000	1.3
Transaction-related	$405,000,000	4.1
Taxes	$321,000,000	3.3
Financing	$7,213,000,000	73.3
Total Expenditures	**$9,842,000,000**	**100**

2024–25 Revenues

Funding Category and Agency	Total Canada Revenues	Share of Total Revenues (%)
Interest income	$9,636,000,000	13.8
Dividend income	$8,740,000,000	12.6
Net (losses) on private investments	–$1,572,000,000	–2.3
Net gains on public investments	$12,601,000,000	18.1
Net gains on investment holding subsidiaries	$40,924,000,000	58.8
Other	–$702,000,000	–1.0
Total Revenues	**$69,627,000,000**	**100**

Alberta Equivalent

The Alberta equivalent is the Alberta Investment Management Corporation (AIMCo), with a strong functional match as a public pension and fund investment manager. AIMCo serves as the de facto provincial equivalent for institutional asset management, investing globally on behalf of public-sector pensions, endowments, insurance assets, and government-fund clients. Given AIMCo's existing functional match and institutional capacity, an independent Alberta is unlikely to replicate CPPIB's federal mandate and functionality.

CANADIAN INTERNATIONAL TRADE TRIBUNAL

The Canadian International Trade Tribunal (CITT) is an independent quasi-judicial body that reports to Parliament through the Minister of Finance. It is the main institution in Canada's trade-remedy system. Its mandate spans inquiries into whether dumped or subsidized imports have injured domestic industry, complaints about federal government procurement, appeals of customs and excise tax decisions by the CBSA and the Minister of National Revenue, safeguard inquiries and advice on economic, trade and tariff matters referred to it by the government.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no Alberta equivalent as international trade remedies are federal jurisdiction. Replicating CITT's federal mandate would require Alberta to expand the authority of existing ministries (Treasury Board and Finance; Jobs, Economy, Trade and Immigration; Alberta Intergovernmental and International Relations) and potentially stand up a new agency.

FINANCIAL CONSUMER AGENCY OF CANADA

The Financial Consumer Agency of Canada (FCAC) is the federal financial-consumer regulator. It supervises federally regulated financial entities, the external complaints body and payment-card network operators for compliance with consumer-protection measures and works to strengthen Canadians' financial literacy. The Financial Consumer Agency of Canada Act outlines FCAC's functions, administration and enforcement powers, and lists the sections of federal laws and regulations under its supervision. Its mission is to protect and advance the rights and interests of financial consumers and empower them to make informed decisions. It reports annually to Parliament through the Minister of Finance and operates largely on a cost-recovery basis funded by the institutions it supervises.

FCAC Summary

National 2024–2025 Spending: $55,267,544	• Supervision and enforcement: $12,339,183 • Research, policy and education: $8,298,036 • Internal services: $34,630,324
Full-Time Equivalent Staff: 242	• Supervision and enforcement: 75 • Research, policy and education: 44 • Internal services: 123
Source: Infographic for Financial Consumer Agency of Canada	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $70,905,367 • 2027–2028: $72,462,332 • 2028–2029: $74,224,589
Source: Infographic for Financial Consumer Agency of Canada	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$34,630,325	62.7
Supervision and enforcement	$12,339,183	22.3
Research, policy and education	$8,298,036	15.0
Total Expenditures	**$55,267,544**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Assessment	$51,443,865	100.0
Other revenue	$44	0.0
Total Revenues	**$51,443,909**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The FCAC protects consumers of federally regulated financial institutions. Alberta regulates provincial credit unions but has no direct consumer-agency counterpart. Replicating FCAC's federal mandate would require Alberta to expand existing ministries and agencies or assign new responsibilities to existing ministries and agencies.

FINANCIAL TRANSACTIONS AND REPORTS ANALYSIS CENTRE OF CANADA

The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is Canada's financial intelligence unit and anti-money-laundering supervisor. FINTRAC was established under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act, ensures the compliance of reporting businesses and generates actionable financial intelligence for police, law enforcement and national security agencies, while protecting the personal information under its control. It is an administrative unit, not a law enforcement agency and has no power to freeze, seize or cancel transactions; it acts at arm's length from the bodies to which it discloses intelligence and reports to the Minister of Finance.

FINTRAC Summary

National 2024–2025 Spending: $101,439,027	• Compliance with anti-money laundering and anti-terrorism financing legislation and regulations: $46,126,893 • Production and dissemination of financial intelligence: $41,948,725 • Internal services: $13,363,409
Full-Time Equivalent Staff: 491	• Compliance with anti-money laundering and anti-terrorism financing legislation and regulations: 240 • Production and dissemination of financial intelligence: 193 • Internal services: 58
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $137,177,443 • 2027–2028: $139,348,589 • 2028–2029: $133,401,236
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Supervision program	$46,096,560	45.4
Financial intelligence program	$41,847,244	41.3
Internal services	$13,363,409	13.2
Strategic intelligence, research and analytics	$101,481	0.1
Strategic policy and reviews	$30,333	0.0
Total Expenditures	**$101,439,027**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Assessments	$48,011,328	100.0
Administrative monetary penalties	$1,037,975	2.2
Administrative monetary penalties revenue earned on behalf of the Government	–$1,037,975	–2.2
Total Revenues	**$48,011,328**	**100**

Alberta Equivalent

There is no direct provincial equivalent. FINTRAC is Canada's financial intelligence unit, and financial intelligence and anti-money-laundering is federal jurisdiction. Replicating FINTRAC's federal mandate would require Alberta to expand existing ministries and agencies or assign new responsibilities to existing ministries and agencies.

OFFICE OF THE SUPERINTENDENT OF FINANCIAL INSTITUTIONS

The Office of the Superintendent of Financial Institutions (OSFI) is an independent federal agency created under the Office of the Superintendent of Financial Institutions Act. It regulates and supervises federally regulated banks, insurance companies, trust and loan companies, co-operative credit associations, fraternal benefit societies and private pension plans to determine whether they are in sound financial condition, with an early-intervention mandate aimed at protecting depositors, policyholders and pension-plan members and contributing to public confidence in the financial system. It is a self-financing agency that reports to Parliament through the Minister of Finance; its mandate does not extend to consumer issues or the securities industry.

OSFI Summary

National 2024–2025 Spending: $312,927,229	• Financial institution and pension plan regulation and supervision: $170,164,405 • Actuarial services to federal government organizations: $12,533,914 • Internal services: $130,228,910
Full-Time Equivalent Staff: 1,278	• Financial institution and pension plan regulation and supervision: 779 • Actuarial services to federal government organizations: 52 • Internal services: 447
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2025–2026: $351,314,899 • 2026–2027: $399,756,123 • 2027–2028: $358,659,486
Source: 2025–26 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$130,228,909	41.6
Risk assessment and intervention — federally regulated financial institutions	$125,141,269	40.0
Regulation and guidance of federally regulated financial institutions	$33,398,097	10.7
Actuarial valuation and advice	$12,533,914	4.0
Federally regulated private pension plans	$6,203,743	2.0
Regulatory approvals and legislative precedents	$5,421,296	1.7
Total Expenditures	**$312,927,229**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Base assessments	$278,782,000	89.1
Cost-recovered services	$18,305,000	5.8
Pension plan assessments	$9,085,000	2.9
User fees and charges	$6,829,000	2.2
Total Revenues	**$313,001,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though some functionalities are present in Alberta. OSFI prudentially regulates federally regulated banks/insurers/pensions. Alberta regulates provincial credit unions, insurance and pensions across several bodies; as banks are federal, there is no direct equivalent. The Alberta Securities Commission regulates capital markets and the Credit Union Deposit Guarantee Corporation regulates provincial credit-union soundness. Replicating OFSI's federal mandate would require Alberta to expand existing ministries and agencies or assign new responsibilities to existing ministries and agencies.

ROYAL CANADIAN MINT

The Royal Canadian Mint is a Crown corporation that produces all of Canada's circulation coins and manufactures coins for other nations; designs and makes collector and bullion coins, medals and medallions; and offers gold and silver refinery and assay services. It is mandated to operate "in anticipation of profit" (in a commercial manner without taxpayer support), is governed by a board of directors (a chair, the president and CEO, and eight other directors) and the responsible department is the Department of Finance.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Cost of sales	$1,874,016,000	93.9
Marketing and sales expenses	$28,922,000	1.4
Administration expenses	$92,191,000	4.6%
Total Expenditures	**$1,995,129,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Performance obligations satisfied at a point in time	$1,835,398,000	91.7
Performance obligations satisfied over time	$165,592,000	8.3
Total Revenues	**$2,000,990,000**	**100**

Alberta Equivalent

There is no Alberta equivalent as coin production is federal jurisdiction. Replicating the Mint's federal mandate would require Alberta to expand the authority of Alberta Treasury Board and Finance and stand up a new agency. Alternatively, an independent Alberta may choose to use the Mint for producing its currency or adopt another country's currency (e.g., CAD or USD).

EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA (ESDC)

ESDC is the federal department for social, labour and income-security programs. ESDC develops, manages, and delivers social programs and services, working to improve Canadians' standard of living and quality of life. Its responsibilities include income-security programs such as Employment Insurance, the Canada Pension Plan and Old Age Security, as well as skills, training, and labour programs. Many of its services are delivered to the public through Service Canada. It reports to Parliament through the Minister of Jobs and Families.

Its portfolio includes the following commissions, tribunals, councils and committees: the Canada Employment Insurance Commission; the Canada Industrial Relations Board; the COVID-19 Disability Advisory Group; the Disability Inclusion Business Council; the Expert Panel on Youth Employment; and the Expert Panel on Early Learning and Child Care Data and Research. Additionally, the ESDC portfolio includes the National Advisory Council on Early Learning and Child Care; the National Advisory Council on Poverty; the National Seniors Council; the Occupational Health and Safety Advisory Committee; the Occupational Health and Safety Tribunal Canada; the Service Canada Advisory Committee; the Social Innovation Advisory Council; and the Social Security Tribunal of Canada. Together, these entities provide the necessary regulatory oversight, adjudicative services and strategic advice to support Canada's labour market, social safety nets and targeted demographic policies. The department's portfolio also encompasses the Labour Program, Service Canada and the Office of the Chief Accessibility Officer.

ESDC Summary

National 2024–2025 Spending: $98,907,619,766	• Social development: $8,018,859,343 • Pensions and benefits: $81,688,146,091 • Learning, skills development and employment: $7,905,833,330 • Working conditions and workplace relations: $205,888,660 • Information delivery and services for other government departments: $603,214,600 • Internal services: $485,677,742
Full-Time Equivalent Staff: 38,219	• Social development: 658 • Pensions and benefits: 8,446 • Learning, skills development and employment: 16,457 • Working conditions and workplace relations: 822 • Information delivery and services for other government departments: 5,462 • Internal services: 6,374
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $110,178,197,947 • 2027–2028: $114,472,665,296 • 2028–2029: $119,029,205,301
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Old Age Security	$80,762,279,357	81.7
Early Learning and Child Care	$7,251,269,495	7.3
Canada Student Financial Assistance Program and Canada Apprentice Loan	$3,884,146,658	3.9
Canada Education Savings Program	$1,406,473,074	1.4
Canada Disability Savings Program	$866,263,463	0.9
Workforce Development Agreements	$725,160,694	0.7
Youth Employment and Skills Strategy	$488,292,755	0.5
Indigenous Early Learning and Child Care Transformation Initiative	$369,107,911	0.4
Passport	$352,917,701	0.4
Indigenous Skills and Employment Training Program	$291,639,269	0.3
Student Work Placement Program	$196,369,226	0.2
Canadian Apprenticeship Strategy	$176,877,992	0.2
Service Delivery Partnerships	$150,635,713	0.2
Temporary Foreign Worker Program	$139,004,775	0.1
Employment Insurance	$129,677,065	0.1
Information technology services	$115,472,277	0.1
New Horizons for Seniors Program	$113,441,916	0.1
Management and oversight services	$107,736,945	0.1
Opportunities Fund for Persons with Disabilities	$99,040,309	0.1
Real property management services	$84,797,672	0.1
Social Development Partnerships Program	$82,402,400	0.1
Human resources management services	$81,204,359	0.1
Supports for Student Learning Program	$80,209,431	0.1
Future Skills	$75,424,118	0.1
National School Food Program	$71,592,536	0.1
Social Innovation and Social Finance Strategy	$70,073,958	0.1
Wage Earner Protection Program	$66,248,542	0.1
Skills and Partnership Fund	$59,819,810	0.1
Canada Pension Plan	$57,239,504	0.1
Canada Emergency Response Benefit	$50,285,620	0.1
Foreign Credential Recognition Program	$49,406,072	0.0
Canada Service Corps	$46,187,219	0.0
Financial management services	$44,020,455	0.0
Skills for Success	$40,735,910	0.0
Labour Standards	$37,615,519	0.0
Enabling Accessibility Fund	$32,987,393	0.0
Occupational Health and Safety Program	$31,529,201	0.0
Canadian Digital Service	$31,419,676	0.0

Program	Total Canada Spending	Share of Total Spending (%)
Communications services	$26,371,452	0.0
Citizen Service Network	$25,607,699	0.0
Government of Canada internet presence	$24,531,183	0.0
Federal Workers' Compensation	$24,520,366	0.0
International Labour Affairs	$24,478,500	0.0
Enabling Fund for Official Language Minority Communities	$23,716,122	0.0
Labour relations	$18,152,589	0.0
Government of Canada Telephone General Enquiries Services	$18,102,629	0.0
Sectoral Workforce Solutions Program	$16,585,917	0.0
Accessible Canada	$13,455,365	0.0
Legal services	$9,089,047	0.0
Job Bank	$8,445,893	0.0
Sustainable Development Goals Funding Program	$8,308,508	0.0
Materiel management services	$7,551,294	0.0
Canada Worker Lockdown Benefit	$5,823,351	0.0
Strategic Engagement and Research Program	$5,400,690	0.0
Information management services	$5,209,562	0.0
Acquisition management services	$4,224,679	0.0
Workplace Equity Program	$3,343,942	0.0
Canada Disability Benefit	$2,274,659	0.0
Community Workforce Development Program/ Canada Retraining and Opportunities Initiative	$1,663,539	0.0
Skilled Trades and Apprenticeship (Red Seal Program)	$1,209,128	0.0
Canadian Benefit for Parents of Young Victims of Crime	$819,169	0.0
Labour market development agreements	$628,219	0.0
Personal Support Worker Retirement Savings Innovation Program	$89,107	0.0
Canada Recovery Benefits	–$90,988,834	–0.1
Total Expenditures	**$98,907,619,766**	**100**

Alberta Equivalent

ESDC is a very large federal department spanning EI, CPP/OAS and labour. Alberta's analogous functions are split across social services and labour ministries; there is no single equivalent. The closest Alberta match is partial, with two ministries: Alberta Assisted Living and Social Services (income and employment supports) and Jobs, Economy, Trade and Immigration (labour market). Replicating ESDC's federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries.

ESDC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Employment and Social Development Canada listed in the public accounts include the Canadian Accessibility Standards Development Organization (Accessibility Standards Canada) and the Canadian Centre for Occupational Health and Safety.

Special operating agencies under ESDC's authority but not listed in the public accounts include the Canada Employment Insurance Commission; the Canada Industrial Relations Board; the Canada Pension Plan; the Employment Insurance Board of Appeal; the Labour Program; the National Advisory Council on Early Learning and Child Care; the National Advisory Council on Poverty; the National Seniors Council; Occupational Health and Safety Tribunal;[8] the Office of the Chief Accessibility Officer; Service Canada; the Social Security Tribunal of Canada; and Youth.

ACCESSIBILITY STANDARDS CANADA

Accessibility Standards Canada is a federal departmental corporation under the Accessible Canada Act. It develops accessibility standards to identify, remove and prevent barriers for persons with disabilities. Its standards are voluntary unless adopted into regulation by the Minister, after which they apply to federally regulated departments, agencies and organizations. It also funds accessibility research and shares information through its centre of expertise.

Accessibility Standards Canada Summary

National 2024–2025 Spending: $21,379,095	• Accessibility standards: $15,810,321 • Internal services: $5,568,774
Full-Time Equivalent Staff: 62	• Accessibility standards: 39 • Internal services: 23
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $21,366,957 • 2027–2028: $21,366,957 • 2028–2029: $21,366,957
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Outreach and knowledge application	$10,413,954	48.7
Internal services	$5,568,774	26.0
Standards development	$5,396,367	25.2
Total Expenditures	**$21,379,094**	**100**

Alberta Equivalent

There is no direct Alberta equivalent; the closest is Alberta's accessibility policy work under Assisted Living and Social Services (and the Premier's Council on the Status of Persons with Disabilities). Accessibility Standards Canada sets accessibility standards for federally regulated entities under the Accessible Canada Act. Alberta has no stand-alone accessibility standards agency; accessibility is handled within social services policy and the disability advocacy council. Mapping is by function, not a true institutional counterpart. Replicating its federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries or agencies. Note that this would also likely change workplace standards within the Alberta public service.

[8] Not discussed as this is a legacy body whose role now resides with the Canada Industrial Relations Board.

CANADA EMPLOYMENT INSURANCE COMMISSION

The Canada Employment Insurance Commission (CEIC) plays a leadership role, with Employment and Social Development Canada, in overseeing the Employment Insurance (EI) program. The tripartite Commission includes representatives of government, workers and employers, and has a legislated mandate that includes annually monitoring and assessing the EI program, supporting premium rate setting and related regulatory responsibilities.

There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct equivalent as EI is a federal program. Alberta administers some labour-market programming but not EI, meaning there is no institutional counterpart. Replicating CEIC's federal mandate would require expanding the authority and responsibilities of Assisted Living and Social Services and Service Alberta and potentially standing up a new agency.

CANADA INDUSTRIAL RELATIONS BOARD

The Canada Industrial Relations Board (CIRB) is an independent, quasi-judicial tribunal that hears and decides complaints, applications and appeals related to the Canada Labour Code, the Status of the Artist Act and the Wage Earner Protection Program Act. The Canada Labour Code governs labour relations, health and safety, employment standards and administrative monetary penalties. It adjudicates labour relations matters between employers, employees and unions and provides a range of dispute-resolution and mediation services.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

The direct Alberta equivalent is the Alberta Labour Relations Board under Jobs, Economy, Trade and Immigration. There is a strong functional match for labour relations adjudication, but the CIRB covers federally regulated workplaces while the Alberta LRB covers provincially regulated ones. Replicating the CIRB's federal mandate would require Alberta to expand the authority of Jobs, Economy, Trade and Immigration and the Alberta Labour Relations Board.

CANADA PENSION PLAN

The Canada Pension Plan (CPP) is a federal social insurance program that is funded by the contributions of employees, employers and self-employed people as well as the revenue earned on CPP investments. The CPP covers virtually all employed and self-employed people in Canada, excluding Quebec, which operates its own comprehensive plan, the Quebec Pension Plan. The Canada Pension Plan is a contributory, earnings-related program that provides contributors and their families with partial replacement of earnings in the case of retirement, disability or death. It pays monthly retirement pensions as well as disability, survivor, children's and post-retirement benefits, and a one-time death benefit. CPP operates at arm's length and CPP Investments manages the portfolio; Economic and Social Development Canada (ESDC) administers the CPP's day-to-day operations and benefit payments.

There is no separate employment information for this entity. Its budget and employment are embedded within entities such as the Canada Revenue Agency and Employment and Social Development Canada.

2024–25 Program Spending

Funding Category & Agency	Total Canada Spending	Share of Total Spending (%)
CPPIB*	$1,617,000,000	61.6
Employment and Social Development Canada	$615,000,000	23.4
Canada Revenue Agency	$307,000,000	11.7
Treasury Board Secretariat	$55,000,000	2.1
Administrative Tribunals Support Service of Canada	$20,000,000	0.8
Public Services and Procurement Canada	$6,000,000	0.2
Office of the Superintendent of Financial Institutions (where the Office of the Chief Actuary is housed)/Finance Canada	$6,000,000	0.2
Total Expenditures	**$2,626,000,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as Alberta does not have its own pension plan. A related provincial body is the Alberta Pensions Services Corporation which administers Alberta public-sector pensions. Replicating CPP's federal mandate would require Alberta to expand the authority and responsibilities of several ministries and agencies, including the Alberta Pensions Services Corporation, Service Alberta and Treasury Board and Finance.

CANADIAN CENTRE FOR OCCUPATIONAL HEALTH AND SAFETY

The Canadian Centre for Occupational Health and Safety (CCOHS) is a departmental corporation for occupational health and safety. It was established by the Canadian Centre for Occupational Health and Safety Act, based on the principle that Canadians have a fundamental right to a healthy and safe working environment. Headquartered in Hamilton, Ontario, it is the primary national agency promoting safe and healthy workplaces by providing occupational health and safety information, training and resources. It is governed by a tripartite council representing government, employers and labour, has no regulatory or enforcement authority and reports to Parliament through the Minister of Jobs and Families.

CCOHS Summary

National 2024–2025 Spending: $14,879,172	• National occupational health and safety resource: $9,982,246 • Internal services: $4,896,926
Full-Time Equivalent Staff: 103.7	• Accessibility standards: 68.9 • Internal services: 34.8
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $15,508,377 • 2027–2028: $15,363,564 • 2028–2029: $15,073,939
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Occupational health and safety information and services	$9,982,246	67.1
Internal services	$4,896,926	32.9
Total Expenditures	**$14,879,172**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Sales	$4,897,621	62.2
Projects and collaborative agreements	$2,982,246	37.8
Total Revenues	**$7,879,867**	**100**

Alberta Equivalent

CCOHS is a federal OHS information and research Crown agency. There is no direct Alberta equivalent, though there are occupational health and safety functions within Jobs, Economy, Trade and Immigration. Alberta has no standalone provincial OHS research centre. Replicating CCOHS' federal mandate would require Alberta to expand the authority of Jobs, Economy, Trade and Immigration and potentially stand up a new agency.

EMPLOYMENT INSURANCE BOARD OF APPEAL

The Employment Insurance Board of Appeal is an impartial and independent administrative tribunal. It hears first-level appeals of Employment Insurance decisions, composed of three-member panels, each including representatives from the government, employers, and workers' communities. It does not hear constitutional challenges.

The Canada Employment Insurance Commission (CEIC) oversees the new Employment Insurance Board of Appeal. As Board was stood up in 2026, there is no data on spending.

Alberta Equivalent

There is no direct Alberta equivalent as employment insurance is an exclusively federal program. The nearest provincial analogues are the appeal bodies for Alberta's own benefit programs — chiefly the Appeals Commission for Alberta Workers' Compensation, plus the appeal panels for provincial income and disability programs. These are structurally similar (independent appeals of benefit decisions) but cover different, provincially administered benefits. Replicating the Employment Insurance Board of Appeal's federal mandate would require Alberta to expand the authority and responsibilities of Assisted Living and Social Services and Service Alberta, and potentially stand up a new agency.

LABOUR PROGRAM

The Labour Program is part of Employment and Social Development Canada (ESDC) and is responsible for protecting the rights and well-being of workers and employers in federally regulated workplaces. It promotes safe, healthy, fair and inclusive work conditions and co-operative workplace relations and administers and enforces laws such as the Canada Labour Code and the Employment Equity Act. Roughly six per cent of Canadians work in federally regulated sectors. The Minister of Labour's portfolio also includes the Canada Industrial Relations Board and the Canadian Centre for Occupational Health and Safety.

There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct Alberta equivalent, due to the Labour Program's federal-focused function. The federal Labour Program regulates federally regulated workplaces. Alberta's labour functions (employment standards, OHS, labour relations) sit within Jobs, Economy, Trade and Immigration (JETI) for provincially regulated workplaces. Replicating the Labour Program's federal mandate would require Alberta to expand the authority and responsibilities of JETI.

NATIONAL ADVISORY COUNCIL ON EARLY LEARNING AND CHILD CARE

The National Advisory Council on Early Learning and Child Care is a federal advisory body that provides third-party expert advice to the Government of Canada and serves as a forum for consultation on issues and challenges facing the early learning and childcare sector. It is established under the Early Learning and Child Care Act, with a mandate to o provide advice on early learning and childcare in Canada; facilitate information sharing and seek out the views of other experts and stakeholders across the sector; and develop reports, recommendations, and other documentation.

There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct Alberta equivalent, as Alberta has no standing statutory advisory council of this kind. Alberta does engage the sector through ad hoc consultations, working groups, and stakeholder bodies from time to time. Children and Family Services is the Alberta ministry responsible for licensing, funding, and administering early learning and child care in the province, providing delivery and administration. Replicating the Council's federal mandate would require Alberta to expand the responsibilities of Children and Family Services and stand up a new entity. Alternatively, an independent Alberta may choose to forgo this additional functionality.

NATIONAL ADVISORY COUNCIL ON POVERTY.

The National Advisory Council on Poverty (NACP) is the advisory council monitoring federal poverty reduction, enabled under the Poverty Reduction Act. It advises the Minister responsible on poverty reduction and reports publicly on the progress made toward the targets in Canada's Poverty Reduction Strategy. It engages people with lived experience of poverty and provides independent advice and public accountability on poverty-reduction efforts.

There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct Alberta equivalent, though there is some policy functionality within Assisted Living and Social Services and Affordability and Utilities. Alberta has no standing independent poverty-reduction advisory council reporting on statutory targets. Poverty and income-support policy sit within the social-services ministries; there is no equivalent arm's-length monitoring body. Replicating the Council's federal mandate would require expanding the responsibilities and authorities of existing ministries and standing up a new oversight entity. Alternatively, an independent Alberta may choose to forgo this additional functionality.

NATIONAL SENIORS COUNCIL

The National Seniors Council is a federal advisory body on issues affecting seniors. The National Seniors Council advises the Government of Canada — through the ministers responsible for seniors and for health — on all matters related to the well-being and quality of life of seniors. It is an advisory body rather than a program-delivery organization. The responsible minister is the Minister for Jobs and Families. The NSC can have up to 12 members, including the Chairperson. There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct Alberta equivalent. The National Seniors Council advises the federal government on seniors' issues. Alberta handles seniors policy within Alberta Assisted Living and Social Services but has no equivalent stand-alone advisory body. Replicating the National Seniors Council's federal mandate would require Alberta to expand the authority of Assisted Living and Social Services. Alternatively, an independent Alberta may choose to forgo this functionality.

OFFICE OF THE CHIEF ACCESSIBILITY OFFICER

The Chief Accessibility Officer (CAO) is an independent advisory office under the Accessible Canada Act. The CAO acts as a special, independent advisor to the Minister, monitoring and reporting on outcomes and progress achieved under the Accessible Canada Act and identifying emerging accessibility issues. The Office of the Chief Accessibility Officer (OCAO) supports this work, serving as a source of information and engaging with partners and the public, and acts as a convener, collaborator, challenger and champion for accessibility.

There is no separate budget information for this entity. Its budget is embedded within Employment and Social Development Canada.

Alberta Equivalent

There is no direct Alberta equivalent. Alberta created the Office of the Advocate for Persons with Disabilities under the Advocate for Persons with Disabilities Act, and appointed an Advocate. The office represents the rights, interests and well-being of Albertans with disabilities and acts as a point of contact between the disability community and government, helping people find and access supports and services. However, Alberta has no stand-alone accessibility legislation. Replicating OCAO and CAO's federal mandate would require Alberta to expand the authority of Assisted Living and Social Services and Alberta's Advocate for Persons with Disabilities or potentially stand up a new agency.

SERVICE CANADA

Service Canada (ServCan) is a single-window service-delivery network within Employment and Social Development Canada (ESDC). Service Canada is ESDC's service-delivery arm, delivering programs, benefits, and decisions to Canadians — including Employment Insurance, the Canada Pension Plan, and Old Age Security — on behalf of ESDC and the Canada Employment Insurance Commission. It also delivers the passport program within Canada on behalf of Immigration, Refugees and Citizenship Canada. It operates through a network of Service Canada Centres, call centres, and processing centres, and is a service-delivery network rather than a stand-alone department. It does not have an independent budget.

Alberta Equivalent

The direct Alberta equivalent is Service Alberta and Red Tape Reduction. Service Canada is ESDC's front-line service-delivery network. Alberta's cross-government service delivery is led by Service Alberta; it is functionally parallel, though the specific programs delivered differ. Replicating Service Canada's federal mandate would require Alberta to expand the authority and responsibilities of Service Alberta to reflect expanded service provision by an independent Alberta.

SOCIAL SECURITY TRIBUNAL OF CANADA

The Social Security Tribunal of Canada (SST) is an independent tribunal hearing appeals on federal income security and EI programs. Its structure and decision-making powers are set out in Part 5 of the Department of Employment and Social Development Act. It hears appeals of reconsideration decisions concerning Employment Insurance (from the Canada Employment Insurance Commission) and the Canada Pension Plan, Old Age Security and Canada Disability benefits (from ESDC). It has two levels — a General Division and an Appeal Division — and, while independent in its decision-making, is accountable to Parliament through the responsible ESDC minister. It is supported by the Administrative Tribunals Support Service of Canada.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent. The SST hears appeals on federal income security programs (EI, CPP, OAS). Alberta's benefit appeals (e.g., AISH, income support, WCB) run through separate provincial appeal bodies; there is no single equivalent tribunal. Replicating the SST's federal mandate would require Alberta to expand the authority of existing ministries (Assisted Living and Social Services; Children and Family Services; Jobs, Economy, Trade and Immigration; Justice; Service Alberta and Red Tape Reduction) and consolidate existing benefit appeal bodies.

YOUTH

Youth is a federal youth-engagement function rather than a stand-alone department or agency. This includes the Youth Secretariat, a unit that supports the activities of the Prime Minister's Youth Council — a diverse, non-partisan group of young people who provide advice to the Government of Canada — and monitors and reports on the priorities and concerns of youth in Canada (including through Canada's Youth Policy and the State of Youth Report). Responsibility for the youth portfolio has shifted over time across ministers and is currently assigned to a Secretary of State (Children and Youth);[9] this entity is best understood as a horizontal youth-engagement function and portfolio area rather than a discrete organization.

Alberta Equivalent

There is no direct Alberta equivalent. The federal Youth entry is a youth-engagement function (Youth Secretariat/Prime Minister's Youth Council). Alberta addresses youth within broader ministries; there is no equivalent central youth secretariat. Alberta's youth programming is within Alberta Children and Family Services and Jobs, Economy, Trade and Immigration. Replicating Youth's federal functionality would require Alberta to expand the mandate of existing ministries and likely stand up a supporting coordinating entity. Alternatively, an independent Alberta may forgo the additional functionality.

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9 Note: The web presence for Youth is held by Canadian Heritage. We assign by ministerial responsibility.

ENVIRONMENT AND CLIMATE CHANGE CANADA (ECCC)

ECCC is the lead federal department for environmental issues. Under the Department of the Environment Act, the powers, duties and functions of the Minister of Environment and Climate Change extend to preserving and enhancing the natural environment (including water, air and soil quality and flora and fauna), and the coordination of relevant federal policies and programs. Additionally, the minister's mandate includes management of renewable resources (including migratory birds and other non-domestic flora and fauna); provision of national meteorological services; and the enforcement of environmental rules and regulations. It delivers much of its mandate through other statutes such as the Canadian Environmental Protection Act, 1999; the pollution provisions of the Fisheries Act; the Species at Risk Act; and the Migratory Birds Convention Act, 1994. It reports to Parliament through the Minister of the Environment, Climate Change and Nature.

Its portfolio includes the Canada Water Agency; the Impact Assessment Agency of Canada; the Environmental Protection Tribunal of Canada; the Historic Sites and Monuments Board of Canada; the International Niagara Committee; the Net Zero Advisory Body; and Parks Canada.

ECCC Summary

National 2024–2025 Spending: $2,965,768,499	• Taking action on clean growth and climate change: $1,232,484,771 • Preventing and managing pollution: $442,650,317 • Conserving nature: $694,145,266 • Predicting weather and environmental conditions: $277,249,619 • Internal services: $319,238,526
Full-Time Equivalent Staff: 8,803	• Taking action on clean growth and climate change: 1,161 • Preventing and managing pollution: 2,235 • Conserving nature: 1,561 • Predicting weather and environmental conditions: 1,772 • Internal services: 1,974
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,711,705,773 • 2027–2028: $1,550,545,644 • 2028–2029: $1,365,659,426
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Clean growth and climate change mitigation	$579,121,158	19.5
Climate change adaptation	$569,672,731	19.2
Habitat conservation and protection	$382,839,313	12.9
Weather and environmental observations, forecasts and warnings	$226,353,948	7.6
Species at risk	$189,795,052	6.4
Aquatic ecosystems health, substances and waste management	$160,013,940	5.4
Water quality and ecosystems partnerships	$115,337,061	3.9
International environment and climate action	$83,690,882	2.8
Air quality	$76,150,811	2.6

Program	Total Canada Spending	Share of Total Spending (%)
Management and oversight services	$69,443,517	2.3
Information technology services	$67,852,076	2.3
Migratory birds and other wildlife	$63,242,654	2.1
Compliance promotion and enforcement — pollution	$52,639,576	1.8
Hydrological services	$50,895,671	1.7
Real property management services	$46,154,131	1.6
Human resources management services	$37,781,708	1.3
Financial management services	$35,295,155	1.2
Community and sustainability	$26,440,078	0.9
Compliance promotion and enforcement — wildlife	$23,956,147	0.8
Environmental assessment	$23,527,805	0.8
Communications services	$21,332,258	0.7
Information management services	$19,746,931	0.7
Canada Water Agency	$12,068,850	0.4
Biodiversity policy and partnerships	$10,784,295	0.4
Legal services	$8,663,280	0.3
Acquisition management services	$6,971,472	0.2
Materiel management services	$5,997,997	0.2
Total Expenditures	**$2,965,768,499**	**100**

Alberta Equivalent

The closest Alberta equivalent is Alberta Environment and Parks, though ECCC also carries climate policy and federal scope function (e.g., meteorology) that make its mandate and functions significantly broader. Because no single provincial entity possesses the same scope as Environment and Climate Change Canada, replicating its federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries. Relevant provincial ministries and agencies are the Ministry of Environment and Protected Areas; the Ministry of Forestry and Parks; the Alberta Energy Regulator; the Ministry of Energy and Minerals; and specialized funding bodies like Emissions Reduction Alberta.

ECCC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under ECCC listed in the public accounts include the Impact Assessment Agency of Canada and the Canada Water Agency.

There are additional special operating entities under the ECCC portfolio not listed in the public accounts: the Environmental Protection Tribunal of Canada; the International Niagara Committee; the Lake of the Woods Control Board;[10] and the Net Zero Advisory Body.

CANADA WATER AGENCY

The Canada Water Agency (CWA) was established as a stand-alone entity by the Canada Water Agency Act (royal assent June 2024; in force Oct. 15, 2024) and is headquartered in Winnipeg. Its mandate is to improve freshwater management in Canada by providing federal leadership, assisting the Minister of the Environment in freshwater matters and improving coordination and collaboration with provinces, territories and Indigenous peoples on transboundary and national freshwater challenges.

CWA Summary

National 2024–2025 Spending: $43,218,773	• Freshwater stewardship: $37,504,064 • Internal services: $5,714,709
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $81,026,925 • 2027–2028: $84,339,147 • 2028–2029: $80,781,426
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Freshwater Management program	$31,629,554	73.2
Freshwater Policy and Engagement program	$5,874,510	13.6
Internal services	$5,714,709	13.2
Total Expenditures	**$43,218,773**	**100**

Alberta Equivalent

Alberta's equivalent to the CWA is Alberta Environment and Protected Areas, which is responsible for water stewardship. The Canada Water Agency coordinates federal freshwater management. Alberta manages water within its Environment ministry; there is no separate provincial water agency, so the match is to the ministry function. Replicating the CWA's federal mandate and functionality would likely require Alberta to expand Alberta Environment and Protectec Areas.

[10] Not discussed further as this is a Canadian board for an international watershed outside of Alberta (source).

ENVIRONMENTAL PROTECTION TRIBUNAL OF CANADA

The Environmental Protection Tribunal of Canada (EPTC) is an independent quasi-judicial environmental tribunal. The EPTC is a group of expert adjudicators (review officers) who conduct independent reviews and hearings of administrative monetary penalties and compliance orders issued by Environment and Climate Change Canada enforcement officers under the Canadian Environmental Protection Act, 1999 and other statutes such as the Canada Wildlife Act; the Migratory Birds Convention Act, 1994; and the Greenhouse Gas Pollution Pricing Act. It is independent from ECCC, but its members are appointed by the Minister under the Canadian Environmental Protection Act.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

The Alberta equivalent is the Environmental Appeals Board (EAB). However, the match is in functionality rather than mandate as EPTC reviews federal mandate penalties and orders by ECCC, whereas EAB reviews decisions made by Alberta Environment and Protected Areas under the Environmental Protection and Enhancement Act; the Water Act; the Emissions Management and Climate Resilience Act; Schedule 5 of the Government Organization Act; and the All-seasons Resort Act. Replicating EPTC's federal mandate would require Alberta to expand the authorities and responsibilities of Alberta Environment and Protected Areas and the Environmental Appeals Board.

HISTORIC SITES AND MONUMENTS BOARD OF CANADA

The Historic Sites and Monuments Board of Canada (HSMBC) is a federal advisory body on national historic commemoration. It was established under the Historic Sites and Monuments Act and advises the Government of Canada, through the minister responsible (currently associated with Parks Canada; historically the Minister of the Environment), on the commemoration of nationally significant persons, places and events. Following the Board's evaluation and recommendation, the Minister may declare a subject to be of national historic significance and commemorate it (for example, by plaque). Members are appointed by the governor-in-council, and the Board is administered within Parks Canada.

Alberta Equivalent

There is no direct Alberta equivalent though Alberta does have a functional parallel at provincial scale in historic resources and heritage designation within Arts, Culture and Status of Women and the Alberta Historical Resources Foundation. Replicating HSMBC's federal mandate would require Alberta to consolidate functions in Forestry and Parks and Arts, Culture and Status of Women and stand up a new agency or expand the role of the Alberta Historical Resources Foundation.

IMPACT ASSESSMENT AGENCY OF CANADA

The Impact Assessment Agency of Canada (IAAC) is the lead federal body for impact assessments of major projects. Accountable to the Minister of Environment and Climate Change, it leads and manages the federal assessment of designated major projects, evaluating their positive and negative environmental, economic, social and health effects, and serves as the Crown consultation co-ordinator for Indigenous consultation. The Agency (formerly the Canadian Environmental Assessment Agency, established in 1994) coordinates with other jurisdictions toward a "one project, one review" approach.

IAAC Summary

National 2024–2025 Spending: $104,787,243	• Impact assessment: $78,728,327 • Internal services: $26,058,916
Full-Time Equivalent Staff: 567	• Impact assessment: 427 • Internal services: 140
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $109,484,984 • 2027–2028: $108,653,248 • 2028–2029: $37,305,563
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Assessment administration, conduct, and monitoring	$59,349,880	56.6
Internal services	$26,058,916	24.9
Indigenous relations and engagement	$19,378,447	18.5
Total Expenditures	**$104,787,243**	**100**

Alberta Equivalent

IAAC leads federal impact assessments, which have distinct focus rooted in federal jurisdiction outlined in the Impact Assessment Act; the Physical Activities Regulation; the Fisheries Act; the Species at Risk Act; and the Canadian Navigable Waters Act (source). Alberta conducts provincial environmental assessments through Environment and Protected Areas and, for certain projects, the Natural Resources Conservation Board. There is a functional parallel with distinct jurisdiction. An independent Alberta would need to expand its existing provincial assessment framework to absorb projects subject to IAAC review and potentially revise the scope of project review to reflect new jurisdiction (e.g., species at risk, water quality and quantity).

INTERNATIONAL NIAGARA COMMITTEE

The International Niagara Committee is the Canada-US committee on Niagara River flows. It oversees and coordinates the apportionment and use of the waters of the Niagara River between Canada and the United States, including flows over Niagara Falls, consistent with the governing Niagara Treaty arrangements. There is no separate budget information for this entity as its budget is embedded within ECCC.

Alberta Equivalent

There is no Alberta equivalent, as treaty-making and participation in binational organizations are federal jurisdiction. Given the Committee's location and focus, an independent Alberta would not need to replicate this functionality.

NET ZERO ADVISORY BODY

The Net Zero Advisory Body (NZAB) is an advisory body on federal climate targets established under the Canadian Net-Zero Emissions Accountability Act. The Net-Zero Advisory Body provides independent advice to the Government of Canada on pathways to achieving net-zero greenhouse-gas emissions by 2050, engages Canadians, and provides advice on emissions-reduction targets and measures. There is no separate budget information for this entity as its budget is embedded within ECCC.

Alberta Equivalent

There is no Alberta equivalent; Alberta has no standing independent net-zero advisory body advising on statutory targets. Emissions and climate policy sit within Environment and Protected Areas, and Alberta has historically relied on one-off independent panels to provide specific advice. Replicating NZAB's federal mandate would require Alberta to expand the responsibilities and authority of Environment and Protected Areas and stand up a new secretariat to support such an advisory body. Alternatively, an independent Alberta may choose to forgo this additional functionality.

PARKS CANADA

Parks Canada is a departmental agency stewarding Canada's national parks and historic sites. Parks Canada (the Parks Canada Agency) is a separate departmental agency established in 1998 under the Parks Canada Agency Act. It protects and presents nationally significant examples of Canada's natural and cultural heritage and fosters public understanding, appreciation, and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations. It is the steward of the national parks, a national urban park, national marine conservation areas, national historic sites, and heritage canals; the responsible minister (per the current mandate) is the Minister of the Environment, Climate Change and Nature.

There are five national parks within Alberta: Banff, Jasper, Waterton Lakes, Elk Island and Wood Buffalo. Alberta has 263 designated federal heritage sites (source).

Parks Canada Summary

National 2024–2025 Spending: $1,368,745,848	• Protecting and presenting Canada's natural and cultural heritage: $1,192,453,379 • Internal services: $176,292,469
Full-Time Equivalent Staff: 6,097	• Protecting and presenting Canada's natural and cultural heritage: 4,947 • Internal services: 1,150
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,293,436,573 • 2027–2028: $954,593,196 • 2028–2029: $808,609,233
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Visitor experience	$462,953,628	33.8
Heritage places conservation	$402,187,040	29.4
Heritage canals, highways and townsites management	$137,113,389	10.0
Heritage places promotion and public support	$108,125,115	7.9
Heritage places establishment	$82,074,207	6.0
Management and oversight services	$52,485,137	3.8
Human resources management services	$45,326,894	3.3
Financial management services	$28,009,544	2.0
Information technology services	$15,657,036	1.1
Real property management services	$12,264,011	0.9
Information management services	$6,656,342	0.5
Acquisition management services	$6,583,473	0.5
Communications services	$5,426,230	0.4
Legal services	$3,701,381	0.3
Materiel management services	$182,420	0.0
Total Expenditures	**$1,368,745,848**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Entrance fees	$106,287,000	47.2
Recreational fees	$46,512,000	20.7
Rentals and concessions	$42,248,000	18.8
Other operating revenues	$16,516,000	7.3
Townsites revenues	$4,230,000	1.9
Staff housing	$4,750,000	2.1
Revenues earned on behalf of government	–$1,000	0.0
Other operating revenues	$4,466,000	2.0
Total Revenues	**$225,008,000**	**100**

Alberta Equivalent

Replacement of Parks Canada would require Alberta to expand the provincial Ministry of Forestry and Parks. This ministry is responsible for protecting forests from wildfires, managing public lands, balancing sustainable rangelands and grazing leases and growing the province's environmentally responsible wood-products sector. It also manages provincial parks for conservation, recreation and public enjoyment. This would also require an independent Alberta to negotiate with Canada over the disposition of current Canadian national parks and historic sites.

DEPARTMENT OF FISHERIES AND OCEANS CANADA

Fisheries and Oceans Canada (DFO) is the federal department for fisheries and aquatic resources. DFO is responsible for the stewardship of Canada's fisheries and aquatic and marine resources. It manages fisheries, aquaculture and Indigenous fisheries programs, protects fish and fish habitat and aquatic ecosystems, maintains small-craft harbours and supports safe navigation. Its mandate is delivered through statutes such as the Oceans Act; the Fisheries Act; the Species at Risk Act; and the Coastal Fisheries Protection Act, under the Minister of Fisheries.

DFO includes in its mandate the Freshwater Fish Marketing Corporation. It also represents Canada in the following organizations:[11] the International Commission on the Conservation of Atlantic Tunas; the International Council for the Exploration of the Sea; the International Pacific Halibut Commission; the North Atlantic Salmon Conservation Organization; the North Pacific Anadromous Fish Commission; and the Northwest Atlantic Fisheries Commission.

DFO Summary

National 2024–2025 Spending: $5,215,031,054	• Fisheries: $1,248,016,428 • Aquatic ecosystems: $650,678,379 • Marine navigation: $341,970,776 • Marine operations and response: $2,371,659,831 • Internal services: $602,705,639
Full-Time Equivalent Staff: 14,880	• Fisheries: 3,882 • Aquatic ecosystems: 1,997 • Marine navigation: 1,713 • Marine operations and response: 4,715 • Internal services: 2,573
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,885,760,141 • 2027–2028: $1,514,454,351 • 2028–2029: $1,390,720,967
Source: 2026–27 Departmental plan	

Note: By order-in-council on Sept. 2, 2025 the Canadian Coast Guard was transferred to the National Defence portfolio.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Fleet procurement	$1,185,647,688	22.7
Fleet maintenance	$508,078,841	9.7
Fleet operational capability	$462,001,761	8.9
Aboriginal programs and treaties	$297,053,145	5.7
Marine planning and conservation	$285,850,694	5.5
Real property management services	$252,344,995	4.8
Small-craft harbours	$229,365,425	4.4
Shore-based asset readiness	$208,333,262	4.0
Conservation and protection	$187,709,489	3.6
Fisheries science	$173,154,412	3.3
Aquatic ecosystem science	$138,258,007	2.7

11 We do not discuss further as Alberta is unlikely to participate in such organizations due to its landlocked geography.

Program	Total Canada Spending	Share of Total Spending (%)
Fish and fish habitat protection	$130,672,237	2.5
Fisheries management	$111,995,164	2.1
Marine environmental and hazards response	$104,268,234	2.0
Information technology services	$103,025,116	2.0
Fish and seafood sector	$86,780,594	1.7
Management and oversight services	$79,082,921	1.5
Salmonid enhancement	$74,254,058	1.4
Search and rescue	$68,698,522	1.3
Human resources management services	$52,501,274	1.0
Species at Risk	$50,755,251	1.0
Hydrographic services, data and science	$50,480,692	1.0
Financial management services	$48,729,030	0.9
Marine communications and traffic services	$43,794,126	0.8
Canadian Coast Guard College	$33,214,347	0.6
International engagement	$28,204,053	0.5
Icebreaking services	$25,846,297	0.5
Aquatic invasive species	$23,555,004	0.5
Communications services	$22,483,867	0.4
Oceans and climate change science	$21,587,186	0.4
Economics and statistics	$19,721,094	0.4
Materiel management services	$16,884,298	0.3
Aquaculture management	$16,155,092	0.3
Legal services	$15,959,171	0.3
Aquaculture science	$12,451,196	0.2
Maritime security	$9,750,439	0.2
Waterways management	$9,100,010	0.2
Aquatic animal health	$7,657,422	0.1
Acquisition management services	$5,899,103	0.1
Information management services	$5,795,865	0.1
Aids to navigation	$4,416,389	0.1
Biotechnology and genomics	$3,515,284	0.1
Total Expenditures	**$5,215,031,054**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. DFO manages federal fisheries and oceans. Alberta manages provincial recreational and inland fisheries within its resource ministries; there is only a partial inland-fisheries link and no oceans role. Alberta regulates fisheries within Alberta Forestry and Parks (sport-fishing) and Environment and Protected Areas. An independent Alberta is unlikely to replicate the federal mandate specific to oceans. Replicating the other aspects of the DFO mandate would require Alberta to expand existing ministries and agencies or assign new responsibilities to existing ministries and agencies.

FRESHWATER FISH MARKETING CORPORATION

The Freshwater Fish Marketing Corporation (FFMC) is a federal Crown corporation marketing freshwater fish. FFMC has historically been the single-desk buyer, processor, and marketer of freshwater commercial fish in interprovincial and export markets for participating jurisdictions, with the aim of increasing returns to harvesters. Most jurisdictions have since withdrawn, leaving the Northwest Territories as the sole remaining active signatory. Alberta closed its commercial fishery in 2014.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Plant operating expenses	$65,617,000	90.2
Marketing and administrative expenses	$7,116,000	9.8
Total Expenditures	**$72,733,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Export sales	$61,173,000	89.2
Domestic sales	$7,372,000	10.8
Total Revenues	**$68,545,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as Freshwater Fish Marketing is a federal marketing Crown corporation. With no commercial fisheries, an independent Alberta is unlikely to replicate this functionality in the short term. Replicating FFMC's federal mandate would require Alberta to expand the authority of existing ministries (Agriculture and Irrigation; Jobs, Economy, Trade and Immigration) or stand up a new agency. Alternatively, an independent Alberta may choose to leave this functionality to the private sector.

GLOBAL AFFAIRS CANADA

Global Affairs Canada (GAC) manages Canada's diplomatic and consular relations, international trade and international development and humanitarian assistance, advancing Canada's international strategic, security and economic interests through bilateral, regional and multilateral engagement. Its mandate derives from the Department of Foreign Affairs, Trade and Development Act, and it is led by the Minister of Foreign Affairs together with ministers responsible for international trade and international development.

It includes the Canadian Trade Commissioner Service (TCS), a network of trade commissioners in offices across Canada and around the world that helps Canadian businesses grow internationally. It provides export advisory services — including market-potential assessments, qualified contacts, problem-solving, and referrals to opportunities — and access to funding programs such as CanExport. It also promotes Canada's international economic interests, helps businesses benefit from Canada's trade agreements and works to resolve market-access barriers.

Its portfolio includes the Asia-Pacific Foundation of Canada; the Canadian Commercial Corporation; the Canadian Intergovernmental Conference Secretariat; the Canadian Trade Commissioner Service; Export Development Canada; the Great Lakes Fisheries Commission; the International Development Research Centre; the International Joint Commission; the Invest in Canada Hub; the Office of the Canadian Ombudsperson for Responsible Enterprise and the National Contact Point for Responsible Business Conduct; and the Roosevelt Campobello International Park Commission.

GAC Summary

National 2024–2025 Spending: $9,044,090,743	• International advocacy and diplomacy: $1,076,218,617 • Trade and investment: $377,020,446 • Development, peace and security programming: $5,765,194,457 • Help for Canadians abroad: $115,256,540 • Support for Canada's presence abroad: $1,327,570,601 • Internal services: $382,830,082
Full-Time Equivalent Staff: 13,185	• International advocacy and diplomacy: 2,616 • Trade and investment: 2,127 • Development, peace and security programming: 1,192 • Help for Canadians abroad: 587 • Support for Canada's presence abroad: 4,681 • Internal services: 1,982
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $7,224,120,822 • 2027–2028: $6,962,627,215 • 2028–2029: $6,555,300,215
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Multilateral international assistance	$2,392,222,385	26.5
Humanitarian assistance	$840,585,653	9.3
Sub-Saharan Africa international assistance	$669,261,011	7.4
Partnerships for development innovation	$454,327,013	5.0
Multilateral policy	$437,675,937	4.8
Peace and stabilization operations	$343,760,210	3.8
Real property planning and stewardship	$328,119,061	3.6
Europe, Arctic, Middle East and Maghreb international assistance	$306,306,028	3.4
Client relations and mission operations	$300,826,153	3.3
Asia Pacific international assistance	$275,162,197	3.0
Americas international assistance	$245,010,521	2.7
Foreign service directives	$226,109,187	2.5
Real property project delivery, professional and technical services	$142,966,349	1.6
International security policy and diplomacy	$138,626,986	1.5
Americas policy and diplomacy	$124,451,369	1.4
International business development	$123,972,084	1.4
Locally engaged staff services	$117,813,125	1.3
Mission Network IM/IT	$111,261,615	1.2
Europe, Arctic, Middle East and Maghreb policy and diplomacy	$103,712,670	1.1
Human resources management services	$92,431,885	1.0
Anti-crime and counter-terrorism capacity building	$89,535,420	1.0
Asia Pacific policy and diplomacy	$88,956,990	1.0
International policy coordination	$79,927,127	0.9
Trade policy, agreements, negotiations and disputes	$77,337,705	0.9
Weapons threat reduction	$75,003,088	0.8
Management and oversight services	$70,518,600	0.8
Financial management services	$65,660,009	0.7
Consular assistance and services for Canadians abroad	$63,928,572	0.7
Mission readiness and security	$63,189,933	0.7
Real property management services	$57,305,115	0.6
Emergency preparedness and response	$51,327,968	0.6
Asia Pacific trade	$44,966,879	0.5
Americas trade	$38,886,251	0.4
Platform corporate services	$37,285,177	0.4
The Office of Protocol	$36,915,567	0.4
Communications services	$34,841,021	0.4
International Innovation and Investment	$34,711,388	0.4
Canada Fund for Local Initiatives	$29,804,306	0.3

Program	Total Canada Spending	Share of Total Spending (%)
International law	$28,613,419	0.3
Europe, Arctic, Middle East and Maghreb trade	$26,527,609	0.3
Trade controls	$22,885,560	0.3
Office of Human Rights, Freedom and Inclusion (OHRFI) programming	$20,694,413	0.2
Information management services	$19,808,188	0.2
Information technology services	$19,232,153	0.2
Sub-Saharan Africa policy and diplomacy	$19,046,719	0.2
Legal services	$16,723,726	0.2
Grants and contributions policy and operations	$16,397,260	0.2
International assistance policy	$11,743,839	0.1
Sub-Saharan Africa trade	$7,732,971	0.1
International assistance operations	$7,124,952	0.1
Geographic coordination and mission support	$6,547,994	0.1
Acquisition management services	$6,295,560	0.1
Materiel management services	$13,825	0.0
Total Expenditures	**$9,044,090,743**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is some matching functionality through Alberta Intergovernmental and International Relations (a central department rather than a distinct ministry) for Alberta's international offices and trade. Global Affairs runs foreign policy, diplomacy and development. Alberta conducts limited international relations and trade promotion but foreign affairs is federal; there is only a narrow trade and international-office parallel. Replicating Global Affairs' federal mandate would require Alberta to expand the authority of Alberta Intergovernmental and International Relations or Jobs, Economy, Trade and Immigration, and potentially stand up new offices or agencies, including an expanded consular service.

GLOBAL AFFAIRS CANADA AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Global Affairs listed in the public accounts include the Canadian Commercial Corporation; Canadian Intergovernmental Conference Secretariat; Export Development Canada (Canada Account); International Development Research Centre; International Joint Commission (Canadian Section); and the Invest in Canada Hub.

Other operating entities within GAC not listed in the public accounts are the Asia-Pacific Foundation of Canada; the Canadian Trade Commissioner Service; the Great Lakes Fishery Commission; the Office of the Canadian Ombudsperson for Responsible Enterprise/National Contact Point for Responsible Business Conduct; and the Roosevelt Campobello International Park Commission.

ASIA-PACIFIC FOUNDATION OF CANADA

The Asia-Pacific Foundation of Canada (APFC) is the federal think-tank on Canada-Asia relations. APFC is a not-for-profit organization, created by the Asia-Pacific Foundation of Canada Act, that provides research, analysis, and dialogue on Canada's relations with Asia — covering trade, investment, and broader engagement across the Asia-Pacific region.

APFC Summary

National 2024–2025 Spending: $9,555,615	• Operating expenses: $9,555,615
Full-Time Equivalent Staff: 46	• Senior staff: 10 • Research and programs staff: 22 • Operations and administration: 9 • Communications staff: 5
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Projects	$2,895,081	30.3
Canada-in-Asia Conference	$831,589	8.7
Kakehashi Program	$281,197	2.9
Canada Growing Business Partners	$315,151	3.3
IPI Grant Agreement	$2,335,010	24.4
IPI Contribution Agreement	$125,838	1.3
McArthur Fellowship	$8,936	0.1
Administration	$1,204,564	12.6
Communication and public outreach	$516,408	5.4
Facility and amortization	$218,329	2.3
Grants	$288,723	3.0
Secretariats	$375,740	3.9
Board	$159,049	1.7
Total Expenditures	**$9,555,615**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Investment income	$1,809,094	24.9
Public sector funding	$4,926,068	67.9
Private sector funding	$501,440	6.9
Sponsored programs	$21,252	0.3
Total Revenues	**$7,257,854**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. Alberta pursues its own Asia-Pacific trade and investment relationships through provincial international offices in Asia and Jobs, Economy, Trade and Immigration, but has no equivalent research foundation. Replicating APFC's federal mandate would require Alberta to expand the authority of Jobs, Economy, Trade and Immigration and stand up a new entity. Alternatively, an independent Alberta may choose to forgo this additional functionality.

CANADIAN COMMERCIAL CORPORATION

The Canadian Commercial Corporation (CCC) is a Crown corporation for international contracting. The Canadian Commercial Corporation was established under the Canadian Commercial Corporation Act as Canada's government-to-government contracting and procurement agency. CCC helps Canadian exporters access foreign government procurement markets and helps foreign governments obtain goods and services from Canada, acting either as prime contractor (signing with the foreign buyer and subcontracting to a Canadian supplier) or as a procurement agent. It reports to Parliament through the minister responsible for international trade and export promotion.

There is no separate budget information for this entity. Its budget is embedded within Global Affairs Canada.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Workforce compensation and related expenses	22,703,000	59.9
Consultants	4,050,000	10.7
Depreciation	3,319,000	8.8
Contract management services	2,818,000	7.4
Travel and hospitality	1,826,000	4.8
Software, hardware and support	1,178,000	3.1
Rent and related expenses	925,000	2.4
Communications	578,000	1.5
Other expenses	473,000	1.2
Total Expenditures	**$37,870,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Fees for service	$21,262,000	47.7
Finance and other income	$23,306,000	52.3
Total Revenues	**$44,568,000**	**100**

Alberta Equivalent

There is no Alberta equivalent. Replicating CCC's federal mandate would require Alberta to expand the authority of existing ministries or stand up a new agency. Relevant ministries and agencies are Alberta Intergovernmental and International Relations and Jobs, Economy, Trade and Immigration.

CANADIAN INTERGOVERNMENTAL CONFERENCE SECRETARIAT

The Canadian Intergovernmental Conference Secretariat (CICS) is a federal agency providing intergovernmental conference services. CICS provides impartial administrative and planning support for senior-level intergovernmental meetings in Canada. It serves first ministers', ministers' and deputy ministers' conferences — federal-provincial-territorial and interprovincial-territorial — handling logistics, document control and related services rather than substantive policy. It is funded by the federal and provincial governments and its staff is comprised of federal, provincial and territorial public servants (source). CICS reports to all governments annually and reports to Parliament through the President of the King's Privy Council for Canada and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy (source).

CICS Summary

National 2024–2025 Spending: $8,124,909	• Intergovernmental conference services: $6,404,863 • Internal services: $1,720,046
Full-Time Equivalent Staff: 45	• Intergovernmental conference services: 36 • Internal services: 9
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $6,419,139 • 2027-2028: $6,419,139 • 2028-2029: $6,419,139
Source: **2025–26 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Conference services	$6,404,863	78.8
Internal services	$1,720,046	21.2
Total Expenditures	**$8,124,909**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is a loose functional match with Alberta Intergovernmental and International Relations and Executive Council on federal-provincial coordination. CICS is a federal-provincial-territorial secretariat servicing intergovernmental conferences. Alberta participates via its intergovernmental-relations function but there is no provincial equivalent secretariat. As an independent Alberta would likely not participate in internal Canadian intergovernmental conferences long-term, this functionality may not be needed in an independent Alberta.

CANADIAN TRADE COMMISSIONER SERVICE

The Canadian Trade Commissioner Service (TCS) is a trade-promotion network within Global Affairs Canada. The Canadian Trade Commissioner Service is a network of trade commissioners in offices across Canada and around the world that helps Canadian businesses grow internationally. It provides export advisory services — including market-potential assessments, qualified contacts, problem-solving and referrals to opportunities — and access to funding programs such as CanExport. It also promotes Canada's international economic interests, helps businesses benefit from Canada's trade agreements and works to resolve market-access barriers.

There is no separate budget information for this entity. Its budget is embedded within Global Affairs Canada.

Alberta Equivalent

The Trade Commissioner Service is Canada's foreign trade-promotion network. Alberta runs its own international trade and investment offices, a partial functional parallel at provincial scale. Jobs, Economy, Trade and Immigration also engages in trade and investment attraction activities. Replicating the Trade Commissioner Service's federal mandate would require expansion of the authority of Jobs, Economy, Trade and Immigration.

EXPORT DEVELOPMENT CANADA

Export Development Canada (EDC) is a financial Crown corporation and Canada's export credit agency. EDC supports and develop Canada's export trade and Canadian capacity to engage in that trade and to respond to international business opportunities. It provides trade credit insurance, export financing, bonding, equity and market expertise, often in partnership with the private sector, and is financially self-sustaining. It reports to Parliament through the Minister of International Trade and is enabled by the Export Development Act.

EDC Summary

National 2024–2025 Spending: $597,000,000	• Expenses: $597,000,000
Full-Time Equivalent Staff: 2,200	• Employees: 2,200
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $664,000,000 • 2027–2028: $680,000,000 • 2028–2029: $694,000,000
Source: 2025–2029 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and benefits	$408,000,000	68.3
Systems costs	$79,000,000	13.2
Professional services	$77,000,000	12.9
Occupancy	$29,000,000	4.9
Information services	$27,000,000	4.5
Pension benefit expense	$10,000,000	1.7
Marketing and communications	$18,000,000	3.0
Amortization and depreciation	$15,000,000	2.5
Other post-employment benefits and severance expense	$14,000,000	2.3
Travel, hospitality and conferences	$11,000,000	1.8

Program	Total Canada Spending	Share of Total Spending (%)
Other	$14,000,000	2.3
Amounts attributed to insurance contracts	–$105,000,000	–17.6
Total Expenditures	**$597,000,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Net financing and investment income	$1,107,000,000	87.4
Net loan guarantee income	$108,000,000	8.5
Net insurance service revenue	$299,000,000	23.6
Net realized gains (losses)	–$247,000,000	–19.5
Total Revenues	**$1,267,000,000**	**100**

Alberta Equivalent

There is no Alberta equivalent as export credit is federal jurisdiction. Replicating EDC's federal mandate would require Alberta to expand the authority of existing ministries (Intergovernmental and International Relations or Jobs, Economy, Trade and Immigration) or stand up a new agency.

GREAT LAKES FISHERY COMMISSION

The Great Lakes Fisheries Commission is the Canada-US commission on Great Lakes fisheries. It is a binational body established by the 1954 Convention on Great Lakes Fisheries. It coordinates fisheries research, controls the invasive sea lamprey, and facilitates cooperative management of the shared Great Lakes fishery between Canada and the United States.

There is no separate budget information for this entity as its budget is embedded within DFO. As part of Budget 2022, the Government of Canada invested incremental funding of $44.9 million over five years and $9 million ongoing to fulfill Canada's international treaty obligations under the Commission; annual funding is $19.6 million (source).

Alberta Equivalent

There is no Alberta equivalent, as treaty-making and participation in binational organizations are federal jurisdiction. Given the Commission's location and focus, an independent Alberta would not need to replicate this functionality.

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

The International Development Research Centre (IDRC) is a federal Crown corporation funding international development research, established by Parliament under the International Development Research Centre Act. As part of Canada's foreign affairs and development efforts, IDRC funds and supports research and innovation in and alongside developing regions. Its statutory mandate is "to initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical and other knowledge to the economic and social advancement of those regions." It is headquartered in Ottawa with regional offices abroad and reports to Parliament through the minister responsible for foreign affairs and international development.

There is no employment or future planned spending information available.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Development research programming	274,953,000	91.1
Corporate and admin services	26,982,000	8.9
Total Expenditures	**$301,845,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Parliamentary appropriations	$161,470,000	56.3
Donor contributions	$120,335,000	41.9
Investment and other income	$5,126,000	1.8
Total Revenues	**$286,931,000**	**100**

Alberta Equivalent

There is no Alberta equivalent. Replicating IDRC's federal mandate would require Alberta to expand the authority of Jobs, Economy, Trade and Immigration or Alberta Intergovernmental and International Relations, and potentially stand up a new agency. Alternatively, an independent Alberta may forgo the functionality and budgetary expense.

INTERNATIONAL JOINT COMMISSION

The International Joint Commission is a bi-national organization established by the governments of the United States and Canada under the Boundary Waters Treaty of 1909. The IJC has two main responsibilities: approving projects that affect water levels and flows across the boundary and investigating transboundary issues and recommending solutions. The IJC's recommendations and decisions take into account the needs of a wide range of water uses, including drinking water, commercial shipping, hydroelectric power generation, agriculture, ecosystem health, industry, fishing, recreational boating and shoreline property.

The IJC has approved hydroelectric power projects in the Great Lakes, St. Lawrence River, St. Croix River and Columbia River basins. IJC orders also apportion water in the Souris River, St. Mary River and Milk River basins, and maintain water levels to avoid emergency conditions in the Lake of the Woods basin. IJC boards with water levels and flows responsibilities are the Columbia River Board of Control; the Kootenay Lake Board of Control; the Osoyoos Lake Board of Control; Accredited Officers of the St. Mary–Milk Rivers; the Souris River Board; the International Rainy-Lake of the Woods Watershed Board; the International Lake of the Woods Control Board[12]; the Lake Superior Board of Control; the Lake Ontario-St. Lawrence River Board; and the St. Croix River Watershed Board. IJC boards with water quality responsibilities are: the Souris River Board; the Red River Board; the Rainy-Lake of the Woods Watershed Board; the St. Croix River Watershed Board; the Great Lakes Water Quality Board; the Great Lakes Science Advisory Board; and the Health Professionals Advisory Board. The St. Mary–Milk River basin is within Alberta, and additional Alberta river basins interact with other IJC basins.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Shared water resources management	$7,150,812	80.6
Great Lakes water quality management	$1,724,092	19.4
Total Expenditures	**$8,874,904**	**100**

Alberta Equivalent

There is no Alberta equivalent as the IJC's authority flows from a treaty, and treaty-making with a foreign country is exclusively federal under Canada's constitution, although Alberta does participate in transboundary water governance. Alberta Environment and Protected Areas is the ministry that carries Alberta's transboundary water responsibilities and represents the province in interjurisdictional water dealings, including the Mackenzie River Basin Board[13] and the Prairie Provinces Water Board.[14] An independent Alberta would need to negotiate water treaties with the United States and Canada, expanding the mandate and responsibilities of Alberta Environment and Protected Areas and Alberta Intergovernmental and International Relations. Participating in the IJC would also require an independent Alberta to dedicate funding to its operations.

12 Only for certain levels of the watershed (source).
13 A body under the Mackenzie River Basin Transboundary Waters Master Agreement — to which Alberta is a signatory along with B.C., Saskatchewan, the two territories, and Canada — that coordinates management of that shared inter-provincial/territorial basin.
14 An interprovincial body (Alberta, Saskatchewan, Manitoba, plus Canada) that apportions eastward-flowing shared rivers among the Prairie provinces.

INVEST IN CANADA HUB

The Invest in Canada Hub is a federal agency for attracting foreign direct investment. Invest in Canada is a departmental corporation established under the Invest in Canada Act as the government's lead agency dedicated to promoting, attracting, and facilitating foreign direct investment into Canada. It works with global companies to help them establish or expand operations in Canada, providing services such as tailored information on the Canadian business environment, connections to partners across federal, provincial, and municipal governments, and support in navigating the investment process. It coordinates with other departments and orders of government to present a single point of contact for major international investors, and reports to Parliament through the President of the King's Privy Council for Canada.

Invest in Canada Hub Summary

National 2024–2025 Spending: $32,743,554	• Foreign Direct Investment Attraction: $25,550,394 • Internal services: $7,193,160
Full-Time Equivalent Staff: 67	• Foreign Direct Investment Attraction: 57 • Internal services: 10
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $29,860,156 • 2027-2028: $29,059,556 • 2028-2029: $28,152,556
Source: 2026–27 Departmental plan	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Marketing	$18,548,551	56.6
Internal services	$7,193,160	22.0
Data partnerships and Pan-Canadian collaboration	$4,009,317	12.2
Investor services	$2,992,526	9.1
Total Expenditures	**$32,743,554**	**100**

Alberta Equivalent

The closest and most direct counterpart is Invest Alberta Corporation (IAC), a provincial Crown corporation operating under Jobs, Economy, Trade and Immigration. Invest Alberta is an arm's-length provincial Crown corporation whose mandate is to attract high-value foreign direct investment into Alberta. Like Invest in Canada, it functions as a concierge and single-window service for major international investors — promoting Alberta globally, working directly with large companies considering Alberta, and helping them navigate approvals, connect with partners, and land and scale their investments. Given Alberta's existing capacity, an independent Alberta is unlikely to need to duplicate the federal mandate of Invest in Canada though it may choose to expand IAC's resourcing.

OFFICE OF THE CANADIAN OMBUDSPERSON FOR RESPONSIBLE ENTERPRISE/ NATIONAL CONTACT POINT FOR RESPONSIBLE BUSINESS CONDUCT

The Office is the ombudsperson for responsible business conduct abroad.[15] The Canadian Ombudsperson for Responsible Enterprise (CORE) reviews complaints about possible human-rights abuses arising from the operations of Canadian companies abroad, in the garment, mining, and oil-and-gas sectors. The office can receive complaints, conduct reviews, recommend remedies, and report publicly, promoting responsible business conduct by Canadian companies operating internationally.

The National Contact Point for Responsible Business Conduct (NCPRBC) is a federal, interdepartmental body that Canada is required to maintain as an adhering country to the OECD.[16] Guidelines for Multinational Enterprises on Responsible Business Conduct, and covers all sectors. It has two core functions. First, to raise awareness of the OECD Guidelines among businesses, industry, civil society, and the public, and encouraging Canadian companies operating abroad (and foreign companies operating in Canada) to observe the Guidelines' standards on human rights, labour, environment, anti-corruption, disclosure, consumer interests, and related areas. Second, it provides a dispute-resolution mechanism, receiving complaints alleging that a company has not observed the Guidelines, and offers a facilitated process to help the parties resolve the issue. It's non-judicial and can't impose binding penalties or legal remedies; its tools are facilitation, dialogue, and publishing statements on the outcome.

There is no separate budget information for these entities. The budget is embedded within Global Affairs Canada.

Alberta Equivalent

There is no Alberta equivalent for CORE or the NCPRBC as oversight of Canadian companies' overseas conduct is federal jurisdiction. Replicating either functionality would require Alberta to expand the responsibilities and authority of Jobs, Economy, Trade and Immigration and potentially stand up a new agency. This is also conditional on an independent Alberta joining the OECD and being subject to its requirements. Alternatively, an independent Alberta could forgo this additional functionality.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION

The Roosevelt Campobello International Park Commission is the Canada-US commission governing an international park. The Commission jointly manages Roosevelt Campobello International Park on Campobello Island, New Brunswick — a memorial to Franklin D. Roosevelt — established and funded equally by Canada and the United States.

There is no separate budget information for this entity. The budget is embedded within Global Affairs Canada.

Alberta Equivalent

There is no Alberta equivalent, as participation in binational organizations is federal jurisdiction. Given the Commission's location and focus, an independent Alberta would not need to replicate this functionality.

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15 The office is in the process of being wound down (source).

16 The OECD is the Organisation for Economic Co-operation and Development, an intergovernmental organization with over 100 member countries. Its focus is policy design and it sets international standards for member counties that range from non-binding recommendations to legally binding international agreements (source).

IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA (IRCC)

IRCC is the federal department for immigration, refugees and citizenship. IRCC selects permanent and temporary residents, offers protection to refugees, grants Canadian citizenship and issues passports and other travel documents, while screening applicants to protect the health, safety and security of Canadians. Its mandate derives from the Department of Citizenship and Immigration Act; the Minister is responsible for the Citizenship Act and shares responsibility for the Immigration and Refugee Protection Act with the Minister of Public Safety. It reports to Parliament though the Minister of Immigration, Refugees and Citizenship.

IRCC's portfolio includes the Citizenship Commission, the Immigration and Refugee Board of Canada, and the Passport Program.

IRCC Summary

National 2024–2025 Spending: $6,508,539,896	• Visitors, international students and temporary workers: $409,035,843 • Immigrant and refugee selection and integration: $5,260,844,875 • Citizenship and passports: $222,547,042 • Internal services: $616,112,136
Full-Time Equivalent Staff: 12,763	• Visitors, international students and temporary workers: 2,806 • Immigrant and refugee selection and integration: 4,621 • Citizenship and passports: 2,010 • Internal services: 3,326
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,416,881,617 • 2027–2028: $3,425,147,901 • 2028–2029: $3,293,902,762
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Asylum	$2,287,028,675	35.1
Settlement	$2,052,646,434	31.5
Refugee resettlement	$639,826,883	9.8
Information technology services	$233,129,712	3.6
Visitors	$187,426,765	2.9
Passport	$120,626,725	1.9
Temporary workers	$117,566,020	1.8
Federal economic immigration	$111,609,336	1.7
International students	$104,043,059	1.6
Citizenship	$101,920,317	1.6
Management and oversight services	$100,690,118	1.5
Family reunification	$88,396,305	1.4
Human resources management services	$72,908,048	1.1
Regional economic immigration	$58,234,246	0.9
Financial management services	$54,259,472	0.8

Program	Total Canada Spending	Share of Total Spending (%)
Legal services	$44,686,470	0.7
Communications services	$37,426,773	0.6
Materiel management services	$29,617,283	0.5
Humanitarian/compassionate and discretionary immigration	$23,102,995	0.4
Real property management services	$20,980,324	0.3
Information management services	$19,399,522	0.3
Acquisition management services	$3,014,414	0.0
Total Expenditures	**$6,508,539,896**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Immigration service fees	$1,210,489,000	187.9
Passport fees	$631,494,000	98.0
Immigration rights and privileges	$238,178,000	37.0
Citizenship service fees	$172,572,000	26.8
Right of citizenship	$29,580,000	4.6
International Experience Canada	$13,098,000	2.0
Passport miscellaneous revenues	$337,000	0.1
Other revenues	$11,541,000	1.8
Revenues earned on behalf of Government	–$1,662,924,000	–258.1
Total Revenues	**$644,365,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, though there is some functionality for immigration attraction and settlement within Jobs, Economy, Trade and Immigration (e.g., the Alberta Advantage Immigration Program). IRCC runs federal immigration, citizenship and passports. Alberta operates a provincial nominee/immigration program but citizenship and admissions are federal. Replicating IRCC's federal mandate would require Alberta to expand the authorities and responsibilities of Jobs, Economy, Trade and Immigration.

IRCC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under IRCC listed in the public accounts include the Immigration and Refugee Board. Other operating entities within IRCC not listed in the public accounts are the Passport Program and the Citizenship Commission.

CITIZENSHIP COMMISSION

The Citizenship Commission is the body of citizenship judges within Immigration, Refugees and Citizenship Canada's portfolio. Citizenship judges are appointed under the Citizenship Act, and the Commission is the federal entity through which they carry out their statutory role in the citizenship process. Citizenship judges assess certain citizenship applications and preside over citizenship ceremonies. The Citizenship Commission does not have an independent budget.

Alberta Equivalent

There is no Alberta equivalent as citizenship is exclusively federal jurisdiction. Replicating the Citizenship Commission's federal mandate would require Alberta to expand the authorities and responsibilities of Jobs, Economy, Trade and Immigration and Justice.

IMMIGRATION AND REFUGEE BOARD OF CANADA

The Immigration and Refugee Board of Canada (IRB) is Canada's largest independent administrative tribunal. It is responsible for making well-reasoned decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law. While it reports to Parliament through the Minister of Immigration, Refugees and Citizenship, it is independent from IRCC and the Minister. It operates through four divisions: the Refugee Protection Division and the Refugee Appeal Division (refugee claims and appeals), and the Immigration Division and the Immigration Appeal Division (admissibility hearings, detention reviews and immigration appeals).

IRB Summary

National 2024–2025 Spending: $352,875,031	• Adjudication of immigration and refugee cases: $273,278,219 • Internal services: $79,596,812
Full-Time Equivalent Staff: 2,573	• Adjudication of immigration and refugee cases: 2,051 • Internal services: 522
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $344,133,766 • 2027–2028: $345,051,264 • 2028–2029: $318,183,746
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Refugee protection decisions	$178,200,096	50.5
Internal services	$79,596,812	22.6
Refugee appeal decisions	$51,384,753	14.6
Admissibility and detention decisions	$22,217,783	6.3
Immigration appeal decisions	$21,475,587	6.1
Total Expenditures	**$352,875,031**	**100**

Alberta Equivalent

There is no Alberta equivalent as immigration and refugee adjudication is federal jurisdiction. Replicating IRB's federal mandate would require Alberta to expand the authorities and responsibilities of Jobs, Economy, Trade and Immigration and potentially stand up a new agency.

PASSPORT PROGRAM

The Passport Program (PASSPORT) is the federal program for issuing passports and travel documents, administered within IRCC. The Passport Program is responsible for issuing and renewing Canadian passports and other travel documents rather than being a stand-alone organization. Immigration, Refugees and Citizenship Canada (IRCC) has primary responsibility for the program and administers the Canadian Passport Order, while Service Canada and Global Affairs Canada support delivery domestically and abroad. The Passport Program does not have an independent budget.

Alberta Equivalent

There is no Alberta equivalent as passport issuance is federal jurisdiction. Replicating PASSPORT's federal mandate would require Alberta to expand the authority of several existing ministries, including Intergovernmental and International Relations; Jobs, Economy, Trade and Immigration; and Service Alberta and Red Tape Reduction.

INDIGENOUS SERVICES CANADA

Indigenous Services Canada (ISC) is the federal department delivering and supporting services to Indigenous peoples. ISC works collaboratively with partners to improve access to high-quality services for First Nations, Inuit and Métis, aiming to support and empower Indigenous peoples to independently deliver services and address socioeconomic conditions in their communities, and to implement the gradual transfer of departmental responsibilities to Indigenous organizations. It reports to Parliament through the Minister of Indigenous Services.

ISC's portfolio also includes Indian Oil and Gas Canada.

ISC Summary

National 2024–2025 Spending: $26,482,739,882	• Indigenous Well-Being and Self-Determination: $26,161,961,068 • Internal services: $320,778,814
Full-Time Equivalent Staff: 8,619	• Indigenous Well-Being and Self-Determination: 6,528 • Internal services: 2,091
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $24,095,181,910 • 2027–2028: $22,327,538,773 • 2028–2029: $20,410,900,930
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Community Infrastructure	$5,658,392,428	21.4
Child and Family Services	$4,586,290,101	17.3
Elementary and Secondary Education	$3,264,950,194	12.3
Supplementary Health Benefits	$2,409,550,873	9.1
Jordan's Principle and the Inuit Child First Initiative	$2,346,230,295	8.9
Income Assistance	$1,391,651,934	5.3
Public Health and Disease Prevention	$1,355,409,415	5.1
Health Systems Support	$1,030,342,969	3.9
Indigenous Governance and Capacity Supports	$691,449,568	2.6
Emergency Management Assistance	$678,731,568	2.6
Post-Secondary Education	$605,520,648	2.3
Primary Health Care	$547,740,730	2.1
Home and Long-term Care	$417,032,542	1.6
Urban Programming for Indigenous Peoples	$348,679,558	1.3
Communities and the Environment	$319,230,937	1.2
Community Economic Development	$200,680,676	0.8
Safety and Prevention Services	$190,816,558	0.7
Indigenous Entrepreneurship and Business Development	$119,260,073	0.5
Information technology services	$63,483,035	0.2
Management and oversight services	$62,740,298	0.2
Financial management services	$44,338,757	0.2

Program	Total Canada Spending	Share of Total Spending (%)
Legal services	$44,214,990	0.2
Human resources management services	$32,437,380	0.1
Communications services	$25,457,604	0.1
Materiel management services	$19,372,492	0.1
Information management services	$18,728,332	0.1
Real property management services	$5,865,748	0.0
Acquisition management services	$4,140,178	0.0
Total Expenditures	**$26,482,739,882**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, though there is a functional match with Alberta Indigenous Relations through its funding programs and some service provision (source). ISC delivers federal programs and services to Indigenous peoples (health, education, etc.) that are federal responsibilities, although scope differs substantially. Replicating the ISC federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries. Relevant provincial ministries are Alberta Indigenous Relations; Assisted Living and Social Services; Children and Family Services; Education and Childcare; Hospital and Surgical Health Services; Mental Health and Addiction; Primary and Preventative Health Services; Service Alberta and Red Tape Reduction; and Treasury Board and Finance.

INDIAN OIL AND GAS CANADA

Indian Oil and Gas Canada (IOGC) is a special operating agency within Indigenous Services Canada. It manages and regulates oil and gas resources on designated First Nation lands across Canada, fulfilling a dual mandate of the Crown's fiduciary and statutory obligations related to the management of those oil and gas resources. It negotiates, issues, and manages oil and gas contracts, ensuring fair pricing, production monitoring, and timely royalty collections deposited into First Nation trust funds. It also supports First-Nation-led initiatives to gain control and governance of their energy assets. It is governed by a co-management board that includes First Nation, industry, and Crown representatives.

IOGC Summary

National 2023–2024 Spending: $2,384,498	• Expenses: $2,384,498
Full-Time Equivalent Staff: 74	• Employees: 74
Source: **2023–2024 Annual report**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Agreement management	$870	0.0
Audit, compliance and enforcement/ Resource analysis and conservation	$315,240	13.2
Corporate management	$594,555	24.9
Direct operations report	$26,161	1.1
Environment	$45,731	1.9
Informatics	$510,136	21.4
IOGC Co-Management Board meeting	$2,817	0.1
Database/Application development (RIMS)	$874,994	36.7
Policy	$13,846	0.6
Royalty	$148	0.0
Total Expenditures	**$2,384,498**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Royalties	$91,686,894	88.3
Compensation and rentals	$11,284,869	10.9
Bonuses	$706,000	0.7
Interest	$191,494	0.2
Total Revenues	**$103,869,257**	**100**

Alberta Equivalent

Indian Oil and Gas Canada manages oil and gas on First Nations reserve lands, which is federal jurisdiction. There is no provincial counterpart, since reserve resources are federal. The closest Alberta equivalent rests in Indigenous resource and energy matters which touch Alberta Indigenous Relations and Energy and Minerals, and the Alberta Energy Regulator regulates oil and gas development in the province. Replicating IOGC's federal mandate would require Alberta to expand or assign new responsibilities to existing ministries and agencies, alongside negotiations with affected First Nations. This is conditional on affected First Nations leaving Canada with Alberta.

INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA (ISED)

ISED is the federal department for industry, science and economic development. ISED — known as Industry Canada before 2015 — is responsible for federal functions in regulating industry and commerce, promoting science and innovation and supporting economic development. It works to improve conditions for investment, enhance Canada's innovation performance, increase Canada's share of global trade and build a fair, efficient and competitive marketplace. It leads a large portfolio of related departments and agencies (including special operating agencies such as Measurement Canada and the Canadian Intellectual Property Office). The Minister of Industry is responsible for the department, supported by the Minister of Artificial Intelligence and Digital Innovation and the Minister of Women and Gender Equality.

Several entities under ISED's Companies, Investment and Growth core responsibility — including Measurement Canada, the Office of the Superintendent of Bankruptcy, Corporations Canada, the Competition Bureau and the Canadian Intellectual Property Office — focus on fostering conditions for market-driven innovation and creating a fair and competitive marketplace for businesses, investors and consumers. ISED also includes offices such as the Industrial Technologies Office, which advances leading-edge research and development by Canadian industries.

ISED's portfolio includes the Business Development Bank of Canada; the Canada Foundation for Innovation; the Canadian Space Agency; the Canadian Intellectual Property Office; the Canadian Tourism Commission (Destination Canada); the Communications Research Centre Canada; the Competition Bureau; the Competition Tribunal; the Copyright Board of Canada; the Industrial Technologies Office; the National Research Council of Canada; Measurement Canada; the Office of the Superintendent of Bankruptcy Canada; regional economic development agencies; the Standards Council of Canada; Statistics Canada; the Canadian Statistics Advisory Council; and the Tri-Council research funding agencies.

ISED Summary

National 2024–2025 Spending: $4,843,459,888	• Companies, investment and growth: $3,099,944,557 • Science, technology, research and commercialization: $1,029,907,932 • People, skills and communities: $480,258,720 • Internal services: $233,348,678
Full-Time Equivalent Staff: 6,580	• Companies, investment and growth: 4,575 • Science, technology, research and commercialization: 120 • People, skills and communities: 174 • Internal services: 1,711
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $8,843,046,848 • 2027–2028: $9,527,102,864 • 2028–2029: $8,847,940,123
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Business Innovation	$2,345,523,829	48.4
Science and research	$1,029,907,932	21.3
Bridging digital divides	$323,989,867	6.7
Talent development	$261,540,672	5.4
Support for underrepresented entrepreneurs	$156,268,853	3.2
Spectrum and telecommunications	$130,553,367	2.7
Clean technology and clean growth	$88,659,261	1.8
Marketplace protection and promotion	$79,409,428	1.6
Support for small business	$77,929,015	1.6
Competition Law enforcement and promotion	$70,072,291	1.4
Management and oversight services	$65,061,052	1.3
Information technology services	$63,174,337	1.3
Human resources management services	$30,795,371	0.6
Communications services	$28,344,186	0.6
Real property management services	$22,739,655	0.5
Financial management services	$22,254,187	0.5
Tourism	$16,844,109	0.3
Intellectual property	$10,625,665	0.2
Economic outcomes from procurement	$9,404,117	0.2
Digital service	$9,382,801	0.2
Legal services	$5,528,282	0.1
Acquisition management services	$3,651,077	0.1
Materiel management services	$950,981	0.0
Information management services	–$9,150,450	–0.2
Total Expenditures	**$4,843,459,888**	**100**

Alberta Equivalent

Alberta's closest equivalent ministries are Alberta Jobs, Economy, Trade and Immigration and Technology and Innovation, though ISED has some broader functions. Because no single provincial entity possesses the same scope as Innovation, Science and Economic Development Canada, replicating its federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries. Relevant provincial ministries and agencies are the Ministry of Jobs, Economy and Trade, the Ministry of Technology and Innovation, and specialized provincial research engines like Alberta Innovates. Additionally, the province would have to expand current provincial bodies or create new entities to replace functions from agencies under ISED, such as Measurement Canada, the Office of the Superintendent of Bankruptcy, Corporations Canada, the Competition Bureau and the Canadian Intellectual Property Office. To minimize costs, a separate Alberta could simply adopt or follow Canadian federal guidance, e.g., from Measurements Canada.

ISED AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under ISED listed in the public accounts include the Atlantic Canada Opportunities Agency; the Canadian Northern Economic Development Agency; the Canadian Space Agency; the Canadian Tourism Commission/Destination Canada; the Copyright Board; the Department of Western Economic Diversification; the Economic Development Agency of Canada for the Regions of Quebec; the Federal Economic Development Agency for Northern Ontario; the Federal Economic Development Agency for Southern Ontario; the National Research Council of Canada; the Natural Sciences and Engineering Research Council; the Pacific Economic Development Agency of Canada; the Social Sciences and Humanities Research Council; the Standards Council of Canada; and Statistics Canada.

There are several special operating entities within ISED not listed in the public accounts: the Business Development Bank of Canada; the Canada Foundation for Innovation; the Canadian Intellectual Property Office; the Canadian Statistics Advisory Council; Communications Research Centre Canada; the Competition Bureau and Office of the Commissioner of Competition; the Competition Tribunal; the Industrial Technologies Office (ITO); Measurement Canada; and the Office of the Superintendent of Bankruptcy Canada (OSB).

BUSINESS DEVELOPMENT BANK OF CANADA

The Business Development Bank of Canada (BDC) is a federal Crown corporation and a development bank. BDC supports Canadian entrepreneurship by providing financing, advisory and consulting services and capital, with particular consideration for the needs of small and medium-sized enterprises. Operating under the Business Development Bank of Canada Act, it delivers financing, growth and transition capital, venture capital and advisory services to businesses across Canada. BDC is governed by an independent board of directors and the CEO is accountable to the board and the Minister of Small Business and Export Promotion (source; source).

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Operating and administrative expenses	$845,560,000	100
Total Expenditures	**$845,560,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Net interest income	$2,057,800,000	95.4
Net realized gains (losses) on investments	–$41,000,000	–1.9
Revenue from advisory services	$37,600,000	1.7
Fees and other income	$103,000,000	4.8
Total Revenues	**$2,157,400,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. BDC is a federal development bank for small and medium-size enterprises. Alberta's closest instruments are ATB Financial (commercial banking) and Alberta Enterprise Corporation (venture capital fund-of-funds); neither is a full BDC equivalent, so this is a functional approximation. Replicating BDC's federal mandate would require Alberta to stand up a new agency or expand the authority of existing agencies.

CANADA FOUNDATION FOR INNOVATION

The Canada Foundation for Innovation (CFI) is an independent, not-for-profit corporation created by the Government of Canada in its 1997 budget. The CFI invests in research infrastructure at Canadian universities, colleges, research hospitals, and non-profit research institutions. Its purpose is to fund research infrastructure, which distinguishes it from the granting councils (CIHR, NSERC, SSHRC) that mainly fund people and projects. CFI uses a cost-sharing model, and typically funds a portion of a project's infrastructure costs (commonly around 40%), with the balance coming from partners (provinces, research institutions, private sector).

CFI Summary

National 2024–2025 Spending: $566,859,807	• Operating expenses: $566,859,807
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $597,000,000 • 2027-2028: $614,000,000
Source: 2026–27 Corporate plan	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Grants to eligible recipients	$549,642,042	97.0
General and administration	$16,881,403	3.0
Amortization of capital assets	$336,362	0.1
Total Expenditures	**$566,859,807**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Recognition of deferred contributions related to amounts granted to eligible recipients	$549,642,042	97.0
Recognition of deferred contributions related to current-year operations	$16,881,403	3.0
Amortization of deferred contributions related to capital assets	$336,362	0.1
Total Revenues	**$566,859,807**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is a partial mapping. Alberta doesn't have a standalone research-infrastructure foundation like the CFI. Instead, Alberta Innovates (research and innovation funding) and Advanced Education (post-secondary research support and the provincial match) together support research infrastructure, and in practice their role often is to supply the provincial share that CFI projects require. Replicating CFI's federal mandate would require Alberta to expand the authority of Alberta Innovates and Advanced Education, or stand up a new agency.

CANADIAN SPACE AGENCY

The Canadian Space Agency (CSA) is Canada's national space agency. It is mandated to promote the peaceful use and development of space, advance Canada's knowledge of space through science and ensure that space science and technology provide social and economic benefits to Canadians. Its work includes space-science programs, satellite and robotics development, the astronaut program and international collaborations. Its headquarters is the John H. Chapman Space Centre in Longuuil (Saint-Hubert), Quebec, and it reports to the Minister of Industry.

CSA Summary

National 2024–2025 Spending: $634,726,541	• Canada in Space: $549,195,233 • Internal services: $85,531,308
Full-Time Equivalent Staff: 986.7	• Canada in Space: 516.2 • Internal services: 470.5
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $913,938,318 • 2027–2028: $666,840,285 • 2028–2029: $475,881,514
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Space exploration	$388,413,971	61.2
Space capacity development	$97,730,280	15.4
Space utilization	$63,050,982	9.9
Real property management services	$21,258,079	3.3
Management and oversight services	$17,591,774	2.8
Information technology services	$12,349,687	1.9
Financial management services	$9,756,916	1.5
Human resources management services	$9,731,341	1.5
Communications services	$7,169,351	1.1
Information management services	$3,775,021	0.6
Acquisition management services	$1,934,112	0.3
Legal services	$1,465,624	0.2
Materiel management services	$499,402	0.1
Total Expenditures	**$634,726,541**	**100**

Alberta Equivalent

The Canadian Space Agency and space activity is wholly federal jurisdiction. There is no provincial counterpart. Replicating the CSA's federal mandate would require Alberta to expand several ministries and agencies or assign new responsibilities to existing ministries and agencies. Relevant provincial ministries and agencies are Alberta Infrastructure; Jobs, Economy, Trade and Immigration; Technology and Innovation; and Alberta Innovates. Alternatively, an independent Alberta may choose to forgo space exploration.

CANADIAN INTELLECTUAL PROPERTY OFFICE

The Canadian Intellectual Property Office (CIPO) is a special operating agency of Innovation, Science and Economic Development Canada, based in Gatineau, Quebec. It administers and processes most of Canada's intellectual property — patents, trademarks, copyrights, industrial designs and integrated circuit topographies — under the relevant federal statutes and provides public intellectual-property education and databases. By processing applications and granting intellectual-property rights, it supports innovation and helps Canadian businesses compete in domestic and global markets.

The CIPO operates under a revolving fund authority and does not have an independent budget. There is no employment or future planned spending information available.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and benefits	$163,371,841	72.2
Professional services	$42,118,895	18.6
Amortization	$7,666,843	3.4
Accommodation	$5,687,209	2.5
Other	$7,346,085	3.2
Total Revenues	**$226,190,872**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Patents	$136,985,309	63.9
Trademarks	$67,770,677	31.6
Copyright and industrial designs	$8,829,610	4.1
Services to business	$128,202	0.1
Other	$574,101	0.3
Total Revenues	**$214,287,898**	**100**

Alberta Equivalent

There is no Alberta equivalent as intellectual property registration is federal jurisdiction. Replicating CIPO's federal mandate would require Alberta to expand the authority of Jobs, Economy, Trade and Immigration and stand up a new agency.

CANADIAN TOURISM COMMISSION/DESTINATION CANADA

Destination Canada is a federal Crown corporation marketing Canada as a tourism destination. Legally the Canadian Tourism Commission and operating as Destination Canada, it is a Crown corporation wholly owned by the Government of Canada, established under the Canadian Tourism Commission Act. Its legislative mandate is to sustain a vibrant and profitable Canadian tourism industry, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and governments and provide tourism market information. It is headquartered in Vancouver and reports through the Secretary of State (Small Business and Tourism).

Destination Canada Summary

National 2024–2025 Spending: $142,528,000	• Destination Canada: $142,528,000
Source: 2025 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $117,326,000 • 2027–2028: $97,879,000 • 2028–2029: $97,879,000
Source: Destination Canada Corporate Plan 2024–2028	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Marketing and sales	$113,657,000	79.7
Analytics	$12,978,000	9.1
Corporate services	$7,627,000	5.4
Sector advancement	$5,079,000	3.6
Destination development	$2,494,000	1.7
Amortization of tangible capital assets	$693,000	0.5
Total Expenditures	**$142,528,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Partner revenues	$12,127,000	90.0
Interest Income	$621,000	4.6
Other	$730,000	5.4
Total Revenues	**$13,478,000**	**100**

Alberta Equivalent

There is a strong functional match between Destination Canada and Travel Alberta. Travel Alberta is the province's tourism-marketing Crown agency under Alberta Tourism and Sport, paralleling Destination Canada's national tourism marketing. Travel Alberta's 2024/25 operating budget was $80.6 million (source). Replicating Destination Canada's federal mandate would require Alberta to expand Travel Alberta's budget; alternatively, an independent Alberta may choose to forgo additional tourism marketing.

COMMUNICATIONS RESEARCH CENTRE CANADA

The Communications Research Centre (CRC) Canada is the federal laboratory for wireless and spectrum research. It is the Government of Canada's primary laboratory for research and development in wireless technologies, with a focus on the efficient use of the radio-frequency spectrum. Part of Innovation, Science and Economic Development Canada's Spectrum and Telecommunications Sector, it provides scientific knowledge and technical advice for spectrum management, regulation and policy, supports the wireless requirements of other government departments and takes part in strategic R&D collaborations with industry and academia. It does not have a separate budget.

Alberta Equivalent

There is no Alberta equivalent. Replicating CRC's federal mandate would require Alberta to expand the authority of Technology and Innovation and potentially Alberta Innovates or stand up a new agency. Alternatively, an independent Alberta could choose to forgo this expense.

COMPETITION BUREAU/OFFICE OF THE COMMISSIONER OF COMPETITION

The Competition Bureau is an independent law enforcement agency promoting competitive markets. Headed by the Commissioner of Competition, the Competition Bureau is responsible for administering and enforcing the Competition Act, the Consumer Packaging and Labelling Act, the Textile Labelling Act and the Precious Metals Marking Act. It investigates anti-competitive conduct and other matters under these statutes, and where appropriate brings applications before the Competition Tribunal, with the broad aim of protecting and promoting competitive markets and enabling informed consumer choice.

Competition Bureau Summary

National 2024–2025 Spending: $75,166,678.70	• Operating expenses: $75,166,678
Full-Time Equivalent Staff: 527	• Full-time employees: 527
Source: 2024–25 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salary	$57,643,410	76.7
All other expenditures	$2,110,001	2.8
Professional services	$11,028,030	14.7
Rentals	$1,461,162	1.9
Other machinery acquisitions	$608,432	0.8
Transportation and communication	$1,053,333	1.4
Information	$566,713	0.8
Repair and maintenance	$628,992	0.8
Utilities, materials, and supplies	$53,207	0.1
Capital asset acquisitions	$13,393	0.0
Total Expenditures	**$75,166,678**	**100**

Alberta Equivalent

There is no Alberta equivalent as competition law is federal jurisdiction. Replicating the Competition Bureau's federal mandate would require Alberta to expand the authority of existing ministries (Justice; Jobs, Economy, Trade and Immigration) and stand up a new agency.

COMPETITION TRIBUNAL

The Competition Tribunal is an independent quasi-judicial body adjudicating competition matters. The Competition Tribunal hears and decides applications made under the Competition Act; for example, in respect of mergers and reviewable practices such as abuse of dominance, on application by the Commissioner of Competition (the Competition Bureau). It is a specialized adjudicative body composed of six judicial members (judges of the Federal Court) and not more than eight lay members with relevant expertise, and deals with proceedings as informally and expeditiously as fairness permits.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no Alberta equivalent as competition adjudication is federal jurisdiction. Replicating the Competition Tribunal's federal mandate would require Alberta to expand the authority of existing ministries (Justice; Jobs, Economy, Trade and Immigration) and stand up a new agency.

COPYRIGHT BOARD OF CANADA

The Copyright Board of Canada is an independent economic regulatory tribunal for copyright royalties. It sets the royalties and related terms and conditions for the use of copyright-protected works and other subject matter when their rights are administered collectively and can act as an arbitrator in disputes between collective societies and users. It approves tariffs covering uses such as musical works, sound recordings, and certain reproductions, and can issue licences authorizing the use of published works when the copyright owner cannot be located. Its mandate derives from the Copyright Act, and it reports to Parliament through the Minister of Innovation, Science and Industry.

Copyright Board Summary

National 2024–2025 Spending: $5,073,306	• Copyright tariffs and licenses: $4,062,309 • Internal services: $1,010,998
Full-Time Equivalent Staff: 26	• Copyright tariffs and licenses: 21 • Internal services: 5
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,774,176 • 2027–2028: $4,774,176 • 2028–2029: $4,774,991
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Copyright tariff setting and issuance of licences	$4,062,309	80.1
Internal services	$1,010,998	19.9
Total Expenditures	$5,073,306	100

Alberta Equivalent

There is no Alberta equivalent as copyright tariff-setting is exclusively federal jurisdiction. Replicating its federal mandate would require Alberta to expand responsibilities of existing ministries or agencies, such as Technology and Innovation or Jobs, Economy, Trade and Immigration.

INDUSTRIAL TECHNOLOGIES OFFICE

The Industrial Technologies Office (ITO) is a special operating agency within Innovation, Science and Economic Development Canada (ISED). It manages Canadian research-and-development investments in a responsible and transparent manner, primarily through repayable contributions. Its programs include the Strategic Aerospace and Defence Initiative (SADI, launched in 2007), which supports innovative R&D projects in the aerospace, space, defence and security sectors.

There is no separate budget information for this entity. Its budget is embedded within Innovation, Science and Economic Development Canada.

Alberta Equivalent

The Industrial Technologies Office administers federal industrial R&D funding. Alberta supports industrial technology via Alberta Innovates and its innovation ministry (Alberta Technology and Innovation); there is a functional approximation but no direct match. Replicating ITO's federal mandate would require Alberta to expand the scope and responsibilities of Alberta Innovates or Alberta Technology and Innovation or an alternative ministry or agency.

NATIONAL RESEARCH COUNCIL OF CANADA

The National Research Council Canada (NRC) is Canada's primary national science and technology research agency. NRC is the Government of Canada's largest federal research-and-development organization. Its mandate under the National Research Council Act includes undertaking, assisting and promoting scientific and industrial research; providing scientific and technological services; investigating standards and methods of measurement; operating astronomical observatories; and maintaining a national science library. It delivers the NRC Industrial Research Assistance Program (NRC IRAP) and reports to Parliament through the Minister of Industry.

The NRC's sole Alberta research facility is on the University of Alberta campus (source). The NRC and the University of Alberta have a bilateral research agreement called the NRC-University of Alberta Nanotechnology Initiative (source). NRC's 2024/25 spending in Alberta under the Industrial Research Assistance Program was $49,820,493 over 382 grants (source).

NRC Summary

National 2024–2025 Spending: $1,708,014,070	• Science and innovation: $1,501,598,130 • Internal services: $206,415,940
Full-Time Equivalent Staff: 4,504.7	• Science and innovation: 3,402.7 • Internal services: 1,102
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,915,140,152 • 2027–2028: $1,917,714,194 • 2028–2029: $1,510,422,716
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Industrial Research Assistance Program	$542,512,864	31.8
Herzberg Astronomy and Astrophysics	$118,063,760	6.9
Aerospace	$82,311,631	4.8
Special-purpose real property (Enabling)	$69,204,717	4.1
Construction	$67,955,230	4.0
Human health therapeutics	$66,970,685	3.9
TRIUMF	$61,196,196	3.6
Quantum and nanotechnologies	$58,912,949	3.4
Real property management services	$57,486,736	3.4
Canadian Photonics Fabrication Centre	$56,831,089	3.3
Automotive and surface transportation	$54,602,240	3.2
Clean energy innovation	$53,988,586	3.2
Collaborative Science, Technology and Innovation Program	$48,725,080	2.9
Information technology services	$42,699,654	2.5
Management and oversight services	$35,979,185	2.1
Metrology	$34,512,363	2.0
Aquatic and crop resource development	$31,053,359	1.8
Digital technologies	$27,934,983	1.6
Biologics Manufacturing Centre	$27,321,324	1.6
Ocean, coastal and river engineering	$25,516,264	1.5
Human resources management services	$22,893,237	1.3
Medical devices	$16,568,418	1.0
National Science Library	$15,880,322	0.9
Financial management services	$14,513,482	0.8
Design & fabrication services (Enabling)	$14,352,166	0.8
Research information technology platforms (Enabling)	$13,778,321	0.8
Business management support (Enabling)	$12,632,271	0.7
Communications services	$12,402,050	0.7
Information management services	$6,854,449	0.4
Acquisition management services	$6,340,661	0.4
Materiel management services	$5,532,901	0.3
Legal services	$1,713,584	0.1
International affiliations	$773,311	0.0
Total Expenditures	**$1,708,014,070**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Research services	$94,322,000	40.8
Technical services	$82,418,000	35.7
Intellectual property, royalties and fees	$4,139,000	1.8
Grants and contributions	$26,174,000	11.3
Rentals	$5,442,000	2.4
Sales of goods and information products	$3,891,000	1.7
Lease inducement	$2,148,000	0.9
Other	$12,556,000	5.4
Revenues earned on behalf of Government	–$176,000	–0.1
Total Revenues	**$230,914,000**	**100**

Alberta Equivalent

The closest Alberta equivalent to the NRC is Alberta Innovates, the province's applied-research and innovation body. Alberta Innovates parallels the NRC's research role, though the NRC is far larger and federally scoped. Replicating the NRC's federal mandate would require Alberta to expand the scope and responsibilities of Alberta Innovates or an alternative ministry or agency, including responsibility for the NRC's Edmonton research facility.

MEASUREMENT CANADA

Measurement Canada (MC) is a special operating agency within Innovation, Science and Economic Development Canada (ISED). It is the regulatory body responsible for ensuring the accuracy, reliability and integrity of measurement in trade — particularly for financial transactions involving the purchase and sale of measured goods. It administers and enforces legislation including the Weights and Measures Act and the Electricity and Gas Inspection Act.

There is no employment or future planned spending information available. It is part of the Innovation, Science and Economic Development portfolio.

Alberta Equivalent

There is no direct Alberta equivalent. Some weights-and-measures and consumer standards functionality exists within Service Alberta and Red Tape Reduction but Alberta has no provincial metrology agency. Replicating MC's federal mandate would require Alberta to expand the authority and responsibilities of Service Alberta and potentially stand up a new agency.

OFFICE OF THE SUPERINTENDENT OF BANKRUPTCY CANADA

The Office of the Superintendent of Bankruptcy (OSB) is the federal organization responsible for administering Canada's insolvency system. The OSB is part of Innovation, Science and Economic Development Canada (ISED), under whose financial structure it falls; it is not a separate financial-reporting entity. The OSB administers the Bankruptcy and Insolvency Act and performs certain duties under the Companies' Creditors Arrangement Act. It licenses and regulates the insolvency profession, supervises stakeholder compliance with the insolvency process, and maintains public records and statistics on insolvencies and CCAA proceedings.

Alberta Equivalent

There is no Alberta equivalent as bankruptcy and insolvency are federal jurisdiction. Replicating the OSB's federal mandate would require Alberta to expand the scope and responsibilities of an Alberta ministry or agency such as Treasury Board and Finance.

REGIONAL DEVELOPMENT AGENCIES

Canada has seven regional development agencies: Atlantic Canada Opportunities Agency (ACOA); Canada Economic Development for Quebec Regions (CED); Canadian Northern Economic Development Agency (CanNor); Federal Economic Development Agency for Northern Ontario (FedNor); Federal Economic Development Agency for Southern Ontario (FedDev Ontario); Pacific Economic Development Canada (PacifiCan); and Prairies Economic Development Canada (PrairiesCan). The agencies operate outside ISED's core portfolio. Ministerial responsibilities for regional development agencies are assigned to individual, dedicated cabinet ministers.

Regional Development Agencies Summary

National 2024–2025 Spending: $1,640,976,805	• Atlantic Canada Opportunities Agency (ACOA): $400,468,299 • Canada Economic Development for Quebec Regions (CED): $337,630,440 • Canadian Northern Economic Development Agency (CanNor): $80,976,371 • Federal Economic Development Agency for Northern Ontario (FedNor): $64,063,130 • Federal Economic Development Agency for Southern Ontario (FedDev Ontario): $258,595,785 • Pacific Economic Development Canada (PacifiCan): $136,548,632 • Prairies Economic Development Canada (PrairiesCan): $362,694,148
Full-Time Equivalent Staff: 2,098	• Atlantic Canada Opportunities Agency (ACOA): 579 • Canada Economic Development for Quebec Regions (CED): 371 • Canadian Northern Economic Development Agency (CanNor): 123 • Federal Economic Development Agency for Northern Ontario (FedNor): 103 • Federal Economic Development Agency for Southern Ontario (FedDev Ontario): 240 • Pacific Economic Development Canada (PacifiCan): 175 • Prairies Economic Development Canada (PrairiesCan): 507
Source: See agency hyperlinks in 2024-25 Program Spending table	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Atlantic Canada Opportunities Agency (ACOA)	$400,468,299	24.4
Canada Economic Development for Quebec Regions (CED)	$337,630,440	20.6
Canadian Northern Economic Development Agency (CanNor)	$80,976,371	4.9
Federal Economic Development Agency for Northern Ontario (FedNor)	$64,063,130	3.9
Federal Economic Development Agency for Southern Ontario (FedDev Ontario)	$258,595,785	15.8
Pacific Economic Development Canada (PacifiCan)	$136,548,632	8.3
Prairies Economic Development Canada (PrairiesCan)	$362,694,148	22.1
Total Expenditures	**$1,640,976,805**	**100**

ATLANTIC CANADA OPPORTUNITIES CORPORATION

The Atlantic Canada Opportunities Agency (ACOA) works to increase opportunity for economic development in Atlantic Canada and, in particular, to enhance the growth of earned incomes and employment in the region. It helps businesses become more competitive, innovative and productive, works with communities to diversify local economies and advocates for the region's interests within the federal government. The Agency's head office is in Moncton, NB, with offices across the four Atlantic provinces. The Minister of Justice and Attorney General of Canada is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given ACOA's location and focus, an independent Alberta would not need to replicate this functionality.

CANADA ECONOMIC DEVELOPMENT FOR QUEBEC REGIONS

Canada Economic Development for Quebec Regions (CED) promotes the long-term economic development of Quebec's regions, giving special attention to areas of slow economic growth or inadequate employment opportunities. It is the key federal organization for economic development among small and medium-sized enterprises in Quebec, stimulating business start-up and growth and helping communities diversify their economies. It operates through business offices across the province. The Minister of Industry is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given CED's location and focus, an independent Alberta would not need to replicate this functionality.

CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY

Established in 2009 and headquartered in Iqaluit, the Canadian Northern Economic Development Agency (CanNor) is the only federal department with an exclusive mandate for Nunavut, the Northwest Territories and Yukon. It delivers funding programs to support business and community economic development, advocates for northern interests in federal processes, and — through its Northern Projects Management Office (NPMO) — coordinates federal participation in regulatory reviews and Crown consultation with Indigenous peoples for major resource and infrastructure projects. It also runs Pilimmaksaivik, the federal centre of excellence for Inuit employment in Nunavut. The Minister of Northern and Arctic Affairs is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given CanNor's location and focus, an independent Alberta would not need to replicate this functionality.

FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR NORTHERN ONTARIO

The Federal Economic Development Agency for Northern Ontario (FedNor) is the Government of Canada's economic development organization for northern Ontario. It promotes economic development, diversification, and job creation, delivering programs such as the Northern Ontario Development Program and the Community Futures Program. The Minister of Jobs and Families is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given FedNor's location and focus, an independent Alberta would not need to replicate this functionality.

FEDERAL ECONOMIC DEVELOPMENT AGENCY FOR SOUTHERN ONTARIO

The Federal Economic Development Agency for Southern Ontario (FedDev Ontario) works with businesses, communities, not-for-profits and other governments in southern Ontario, Canada's most populous region. Its core mandate is to strengthen the region's capacity for innovation, economic development and growth through strategic investments, regionally tailored programs and advisory services. The Minister of Artificial Intelligence and Digital Innovation is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given FedDev Ontario's location and focus, an independent Alberta would not need to replicate this functionality.

PACIFIC ECONOMIC DEVELOPMENT CANADA

Pacific Economic Development Canada (PacifiCan) is the federal regional development agency for British Columbia. Operating under the Western Economic Diversification Act, it supports the growth and diversification of British Columbia's economy and advances the region's interests in national economic policy, programs and projects. The Minister of Housing and Infrastructure is responsible for the Agency under the current mandate.

Alberta Equivalent

There is no Alberta equivalent as regional development agencies are federal instruments for specific regions. The analogous federal body for Alberta is PrairiesCan. Given PacificCan's location and focus, an independent Alberta would not need to replicate this functionality.

PRAIRIES ECONOMIC DEVELOPMENT CANADA

Prairies Economic Development Canada (PrairiesCan) is the federal department and regional development agency for Alberta, Saskatchewan and Manitoba. It operates under the Western Economic Diversification Act, supports economic growth and diversification in the Prairie provinces and advances the region's interests in national economic policy, programs and projects. The Minister of Emergency Management and Community Resilience is responsible for the Agency under the current mandate.

PrairiesCan Summary

National 2024–2025 Spending: $362,694,148	• Economic development in the Prairies: $348,775,546 • Internal services: $13,918,602
Full-Time Equivalent Staff: 337	• Economic development in the Prairies: 233 • Internal services: 104
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $334,683,876 • 2027–2028: $312,283,489 • 2028–2029: $218,902,694
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Innovation	$129,210,870	35.6
Community initiatives	$127,882,568	35.3
Business growth	$59,390,333	16.4
Business services	$32,291,775	8.9
Internal services	$13,918,602	3.8
Total Expenditures	**$362,694,148**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta's Ministry of Jobs, Economy, Trade and Immigration. The ministry is responsible for growing Alberta's economy by supporting entrepreneurs and employers; promoting trade and investment; helping recruit and retain domestic and foreign workers; and promoting safe, fair and healthy workplaces. The ministry also supports regional economic development by delivering tailored services that respond to the distinct economic priorities of Alberta's regions while strategically leveraging their strengths and emerging regional opportunities. It also supports Alberta's economic diversification through attracting investment, promoting trade and supporting Alberta businesses' abilities to access new markets, with a focus on defence, manufacturing and other key sectors. Replicating PriairieCan's federal mandate would require Alberta to expand the budget and authority of Jobs, Economy, Trade and Immigration. Given Alberta's existing intuitional capacity and JETI's functional match, an independent Alberta would be unlikely to fully replicate PrairieCan.

STANDARDS COUNCIL OF CANADA

The Standards Council of Canada (SCC) is the Crown corporation overseeing Canada's standardization system. The SCC is a non-profit federal Crown corporation established in 1970 under the Standards Council of Canada Act. It reports to Parliament through the Minister of Innovation, Science and Economic Development. Its mandate is to promote efficient and effective voluntary standardization in Canada where not expressly provided for by law: it accredits standards-development and conformity-assessment organizations, approves National Standards of Canada and represents Canada at the International Organization for Standardization (and, through the Canadian National Committee, the International Electrotechnical Commission). It does not itself develop standards. It is governed by a Council and an executive director (its CEO).

SCC Summary

National 2024–2025 Spending: $35,703,164	• Expenses: $35,703,164
Full-Time Equivalent Staff: 151	• Employees: 151
Source: 2024–25 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Accreditation services	$8,522,064	23.9
Standards solution and strategy	$13,091,211	36.7
Management and administrative services	$14,089,889	39.5
Total Expenditures	**$35,703,164**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Accreditation services fees	$11,359,445	71.4
Royalties from sales of standards	$2,163,475	13.6
Delegate support contributions	$40,400	0.3
Innovative services	$1,633,960	10.3
Other income	$708,084	4.5
Total Revenues	**$15,905,364**	**100**

Alberta Equivalent

There is no direct Alberta equivalent to Canada's national standards body. Alberta adopts and administers certain codes (e.g., through the Safety Codes Council, an independent body) but has no equivalent national-standards role. Some standards and codes work sits within Municipal Affairs (e.g., safety codes) and Service Alberta. Replicating the Standards Council's federal mandate would require Alberta to stand up a new agency or assign new responsibilities to existing ministries or agencies. An independent Alberta may also choose to continue to adopt guidance from the Standards Council of Canada without replicating the functionality.

STATISTICS CANADA

Statistics Canada is Canada's national statistics agency. It is the agency of the Government of Canada responsible for producing official statistics that help Canadians understand their country — its population, resources, economy, society, environment and culture. As Canada's central statistical office, it operates under the authority of the Statistics Act, which also requires it to conduct the Census of Population and the Census of Agriculture every five years. It is led by the Chief Statistician of Canada and reports to Parliament through the Minister of Industry; the act commits the agency to protecting the confidentiality of the information entrusted to it.

Statistics Canada Summary

National 2024–2025 Spending: $734,272,655	• Statistical information: $635,158,874 • Internal services: $99,113,781
Full-Time Equivalent Staff: 6,760	• Statistical information: 6,075 • Internal services: 685
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,056,027,729 • 2027–2028: $639,974,440 • 2028–2029: $533,609,165
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Centres of expertise	$180,649,529	24.6
Socio-economic statistics	$177,528,095	24.2
Economic and environmental statistics	$176,786,608	24.1
Censuses	$84,449,248	11.5
Information technology services	$26,594,784	3.6
Human resources management services	$23,507,613	3.2
Financial management services	$17,919,071	2.4

Program	Total Canada Spending	Share of Total Spending (%)
Cost-recovered statistical services	$15,745,393	2.1
Real property management services	$10,252,428	1.4
Management and oversight services	$10,169,398	1.4
Communications services	$4,511,419	0.6
Information management services	$3,886,766	0.5
Acquisition management services	$1,199,051	0.2
Materiel management services	$783,994	0.1
Legal services	$289,258	0.0
Total Expenditures	**$734,272,655**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Special statistical services	$157,020,000	122.4
Other revenues	$20,000	0.0
Revenues earned on behalf of Government	$28,801,000	22.5
Total Revenues	**$128,239,000**	**100**

Alberta Equivalent

There is no direct provincial equivalent to Statistics Canada. Alberta produces economic/demographic statistics within Treasury Board and Finance but has no equivalent stand-alone statistical agency. Replicating Statistics Canada's federal mandate would require Alberta to stand up a new agency or assign new responsibilities to existing ministries or agencies.

CANADIAN STATISTICS ADVISORY COUNCIL

The Canadian Statistics Advisory Council (CSAC) is a federal advisory body created in 2019 through amendments to the Statistics Act. It is a small council — a chairperson plus a limited number of members appointed by the Governor in Council — and its mandate is to provide independent advice on the overall quality of Canada's national statistical system, including the relevance, accuracy, accessibility, and timeliness of the data Statistics Canada produces. It advises both the responsible Minister and the Chief Statistician, and it publishes an annual report offering a public, arm's-length assessment of the health of the statistical system. The CSAC does not have an independent budget.

Alberta Equivalent

Alberta has no equivalent advisory council, and this follows directly from the fact that Alberta has no standalone statistical agency comparable to Statistics Canada. Statistics work sits within Treasury Board and Finance, but it has no independent oversight of statistical quality. Replicating CSAC's federal mandate would require Alberta to both stand up an independent statistical agency and an advisory and quality oversight process. Alternatively, an independent Alberta may choose to forgo this functionality.

TRI-COUNCIL RESEARCH FUNDING

The Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council (NSERC), and the Social Sciences and Humanities Research Council (SSHRC) support and promote high-quality research in a wide variety of disciplines and areas. Together, they make up the Tri-Council funding agencies, the primary mechanism through which the Government of Canada supports research and training at post-secondary institutions. The Natural Sciences and Engineering Research Council of Canada (NSERC) is Canada's federal funding agency for research and research training in natural sciences and engineering at Canadian universities and colleges. The Social Sciences and Humanities Research Council (SSHRC) is the federal research funding agency that promotes and supports research and research training in the humanities and social sciences. The Canadian Institutes of Health Research (CIHR) is Canada's federal funding agency for health research. The TriCouncil includes the Canada Research Chairs Program, which invests up to $311 million per year to attract and retain some of the world's most accomplished and promising minds in engineering and the natural sciences, health sciences, humanities, and social sciences. The funding agencies operate under Innovation, Science and Economic Development Canada (ISED).

2024–25 Program Spending

Funding Category and Agency	Total Canada Spending	Share of Total Spending (%)
CIHR	$1,424,372,235	34.0
NSERC	$1,468,578,249	35.0
SSHRC	$1,297,267,958	31.0
Total Expenditures	**$4,190,218,442**	**100**
Source: CIHR 2024–25 Departmental results report; NSERC 2024–25 Departmental results report; SSHRC 2024–25 Departmental results report		

2024–25 Research Funding

Funding Category and Agency	Total Canada Spending	Total Alberta Spending	Alberta Share of Research Spending	Research Chairs in Alberta	
				Number of Chairs	Value
CIHR	$1,376,649,545	$151,524,004	11.0%	19	$15,336,500
NSERC	$1,443,859,295	$141,381,070	9.8%	100	$15,878,383
SSHRC	$768,174,190	$71,566,884	9.3%	46	$7,055,490
Total Research Funding	**$3,588,683,030**	**$364,471,958**	**100**	**100**	**$38,270,373**

Note: Core Research Funding is direct research funding and training/talent development funding. CIHR Alberta values are only for grants awarded in 2024-25 and excludes continued funding from past competitions. It excludes the Research Support Fund (which funds post-secondary institutions directly). It also excludes spending on internal services, e.g., agency infrastructure and staff.

Alberta Equivalent

The full replacement of Tri-Council function would require Alberta to establish or expand a provincial research granting agency. The closest existing body is Alberta Innovates, whose 2025/26 annual budget is approximately $256.9 million and forecast at $206.8 million for 2026/2027. Alberta Innovates drives research and innovation by providing funding, services, and expertise to post-secondary researchers, entrepreneurs, and industry. Guided by its vision to create a globally competitive, innovation-focused economy and a mission centered on high-impact commercialization, the agency primarily funds applied, market-driven development across four distinct areas: Applied Digital and Emerging Technologies (such as AI, quantum computing, and cybersecurity); Health, Agricultural and Life Sciences; Advanced Materials and Aerospace; and Natural Resource Recovery (including hydrogen and CCUS). Alberta Innovates is not humanities/social sciences focused, so there is no direct provincial equivalent to SSHRC.

Alternatively, an independent Alberta could negotiate continued access to funding agencies. The closest example is Canada's participation in Horizon Europe, where the Government of Canada has allocated $147 million dollars (CAD) to fund Canada's association to Horizon Europe as an Associated Member to Pillar II. As an Associated Member, Canadian researchers can receive funding directly from Horizon Europe by joining consortium projects under Pillar II and as a Beneficiary applicant to some Pillar I opportunities. The program runs from 2021to 2027, with funding amounts varying each year. The overall project proposal success rate in 2022 was 16%, while Canada's national success rate was 18 per cent. Project results and performance metrics are available on the Horizon Europe Dashboard.

CANADIAN INSTITUTES OF HEALTH RESEARCH (CIHR)

The Canadian Institutes of Health Research (CIHR) is Canada's federal funding agency for health research engineering at Canadian universities and colleges.

CIHR Summary

National 2024–2025 Spending: $1,424,372,235	• Funding health research and training: $1,376,649,545 • Internal services: $47,722,690
Full-Time Equivalent Staff: 562	• Funding health research and training: 298 • Internal services: 264
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,487,399,731 • 2027–2028: $1,531,945,469 • 2028–2029: $1,594,417,919
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Investigator-initiated research	$871,678,227	61.2
Research in priority areas	$411,387,136	28.9
Training and career support	$93,584,182	6.6
Management and oversight services	$16,064,703	1.1
Information technology services	$8,913,130	0.6
Financial management services	$7,350,206	0.5
Communications services	$6,246,323	0.4
Human resources management services	$4,275,560	0.3
Information management services	$2,409,450	0.2
Real property management services	$1,045,856	0.1
Acquisition management services	$1,000,249	0.1
Legal services	$236,433	0.0
Materiel management services	$180,780	0.0
Total Expenditures	**$1,424,372,235**	**100**

NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL OF CANADA (NSERC)

The Natural Sciences and Engineering Research Council of Canada (NSERC) is Canada's federal funding agency for research and research training in natural sciences and engineering at Canadian universities and colleges.

NSERC Summary

National 2024–2025 Spending: $ 1,468,578,249	• Natural sciences and engineering research and training: $1,443,319,136 • Internal services: $25,259,113
Full-Time Equivalent Staff: 509	• Natural sciences and engineering research and training: 351 • Internal services: 158
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,616,770,624 • 2027–2028: $1,677,606,618 • 2028–2029: $1,671,972,924
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Discovery research	$789,892,849	53.8
Research and technology partnerships	$453,171,743	30.9
Research training and talent development	$200,794,703	13.7
Information technology services	$7,690,357	0.5
Management and oversight services	$5,170,829	0.4
Human resources management services	$3,516,982	0.2
Information management services	$2,371,670	0.2
Financial management services	$1,943,595	0.1
Real property management services	$1,613,904	0.1
Communications services	$1,142,671	0.1
Legal services	$796,511	0.1
Acquisition management services	$478,168	0.0
Materiel management services	–$5,733	0.0
Total Expenditures	**$1,468,578,249**	**100**

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC)

The Social Sciences and Humanities Research Council (SSHRC) is the federal research-funding agency that promotes and supports research and research training in the humanities and social sciences. SSHRC also administers the interdisciplinary New Frontiers in Research Fund.

SSHRC Summary

National 2024–2025 Spending: $1,297,267,958	• Social sciences and humanities research training: $806,072,152 • Indirect costs of research: $467,378,554 • Internal services: $23,817,251
Full-Time Equivalent Staff: 418	• Social sciences and humanities research training: 275 • Indirect costs of research: 6 • Internal services: 123
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,408,418,670 • 2027–2028: $1,424,989,269 • 2028–2029: $1,502,816,060
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Research Support Fund	$467,378,554	36.0
Insight research	$299,898,010	23.1
Research training and talent development	$191,224,581	14.7
New Frontiers in Research Fund	$128,437,356	9.9
Research partnerships	$112,510,789	8.7
Canada Biomedical Research Fund	$74,001,415	5.7
Management and oversight services	$8,081,784	0.6
Information technology services	$6,447,141	0.5
Human resources management services	$2,921,062	0.2
Real property management services	$1,988,598	0.2
Communications services	$1,931,889	0.1
Information management services	$1,161,006	0.1
Financial management services	$699,352	0.1
Acquisition management services	$454,654	0.0
Legal services	$111,087	0.0
Materiel management services	$20,678	0.0
Total Expenditures	**$1,297,267,958**	**100**

FEDERAL JUDICIAL SYSTEM

The federal judicial system in Canada is comprised of the Federal Court, the Federal Court of Appeal, the Tax Court of Canada, the Court Martial Appeal Court of Canada, and the Supreme Court of Canada.

FEDERAL COURT OF CANADA

The Federal Court of Canada is Canada's national trial-level superior court. The Federal Court is a national court with jurisdiction in matters assigned by federal statute under the Federal Courts Act, including claims by and against the Crown, judicial review of federal decisions, immigration and refugee matters, intellectual property and admiralty; it has concurrent original jurisdiction in cases in which relief is claimed against the Crown. Its registry and administrative services are provided by the Courts Administration Service.

There is no separate budget information for this entity. Its budget is embedded within the Courts Administration Service.

Alberta Equivalent

There is no Alberta equivalent. Alberta's superior trial court, the Court of King's Bench, handles provincial jurisdiction matters. Replicating the FCC's federal mandate would require Alberta to expand the provincial court system.

TAX COURT OF CANADA

The Tax Court of Canada (TCC) is the federal superior court hearing tax appeals, established by the Tax Court of Canada Act. TCC is a federal superior court that hears appeals to settle disputes between taxpayers and the Government of Canada arising under legislation over which it has exclusive original jurisdiction (such as the Income Tax Act). It is the first level of appeal for taxpayers and is independent of the Canada Revenue Agency and all other government departments. Cases may proceed by an Informal or a General Procedure; appeals of its decisions lie with the Federal Court of Appeal.

There is no separate budget information for this entity. Its budget is embedded within the Courts Administration Service.

Alberta Equivalent

There is no Alberta equivalent. Alberta has no dedicated provincial tax court; provincial tax matters are handled through general courts and appeal processes. Replicating the TCC's federal mandate would require Alberta to expand the provincial court system. Alternatively, an independent Alberta may choose to retain the functionality within the existing court system.

FEDERAL COURT OF APPEAL

The Federal Court of Appeal (FCA) is Canada's national bilingual appellate court. The Federal Court of Appeal hears appeals from the Federal Court and the Tax Court of Canada and has statutory jurisdiction to review certain federal boards, commissions and tribunals, as set out in the Federal Courts Act. Its registry and administrative services are provided by the Courts Administration Service.

There is no separate budget information for this entity. Its budget is embedded within the Courts Administration Service.

Alberta Equivalent

There is no Alberta equivalent. Alberta's Court of Appeal is a separate provincial superior court, not an equivalent to this federal court. Replicating the FCC's federal mandate would require Alberta to expand the provincial court system.

SUPREME COURT OF CANADA

The Supreme Court of Canada is the country's highest and final court of appeal. It has jurisdiction over disputes in all areas of law — constitutional, administrative, criminal and civil — and hears appeals from the provincial and territorial courts of appeal, the Federal Court of Appeal and the Court Martial Appeal Court; its judgments are final. It also gives opinions on important legal questions referred to it by the governor-in-council. It consists of the Chief Justice and eight other judges appointed by the governor-in-council, at least three of whom must be from Quebec; it sits in Ottawa and is bijural, applying both Quebec civil law and the common law.

Alberta Equivalent

There is no Alberta equivalent as the Supreme Court of Canada is Canada's final national appellate court. Alberta's highest court is the Court of Appeal of Alberta, but appeals from it go to the SCC, so it is not an equivalent. Replicating the SCC's federal mandate would require Alberta to stand up a new final appellate court.

HEALTH CANADA

Health Canada is the federal department responsible for national health policy. Health Canada promotes and helps protect the health and safety of Canadians by regulating products such as drugs, medical devices, consumer products, food and controlled substances. It also supports universally accessible, publicly funded health care through stewardship of the Canada Health Act and works with partners in the federal Health portfolio (including the Public Health Agency of Canada, the Canadian Food Inspection Agency and the Canadian Institutes of Health Research). It reports to Parliament through the Minister of Health..

Health Canada Summary

National 2024–2025 Spending: $8,749,465,180	• Health care systems: $7,405,321,238 • Health protection and promotion: $879,708,762 • Internal services: $464,435,180
Full-Time Equivalent Staff: 9,743	• Health care systems: 479 • Health protection and promotion: 6,617 • Internal services: 2,648
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $10,978,991,599 • 2027–2028: $9,450,439,641 • 2028–2029: $8,737,415,745
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Responsive health-care systems	$5,093,982,578	58.2
Healthy people and communities	$2,129,099,859	24.3
Controlled substances	$193,924,118	2.2
Quality health science, data and evidence	$182,238,802	2.1
Information technology services	$111,478,476	1.3
Real property management services	$93,718,609	1.1
Cannabis	$92,804,648	1.1
Health impacts of chemicals	$90,459,251	1.0
Food and nutrition	$75,717,778	0.9
Pharmaceutical drugs	$74,505,824	0.9
Pesticides	$70,018,151	0.8
Management and oversight services	$65,946,057	0.8
Human resources management services	$61,646,971	0.7
Biologic and radiopharmaceutical drugs	$59,368,818	0.7
Communications services	$53,664,723	0.6
Consumer product safety	$38,871,756	0.4
Natural health products	$37,004,649	0.4
Health Canada specialized services	$33,581,320	0.4
Financial management services	$33,129,829	0.4
Tobacco control	$32,536,218	0.4
Radiation protection	$25,854,270	0.3

Program	Total Canada Spending	Share of Total Spending (%)
Medical devices	$21,015,479	0.2
Legal services	$20,446,219	0.2
Air Quality	$18,471,453	0.2
Information management services	$17,050,752	0.2
Acquisition management services	$7,136,765	0.1
Climate change	$6,702,105	0.1
Workplace hazardous products	$4,956,273	0.1
Water quality	$3,916,651	0.0
Materiel management services	$216,780	0.0
Total Expenditures	**$8,749,465,180**	**100**

Alberta Equivalent

Health Canada is a broad federal health department (regulation, drug approval, some delivery support). Alberta delivers health care through multiple health ministries (Primary and Preventative Health Services; Hospital and Surgical Health Services; and Mental Health and Addiction) and Alberta Health Services; delivery is provincial while drug/device regulation is federal, so there is no single equivalent. Because no single provincial entity possesses the same scope as Health Canada, replicating its federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries.

HEALTH CANADA AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Health Canada listed in the public accounts include the Canadian Food Inspection Agency; the Canadian Institutes of Health Research;[17] the Patented Medicine Prices Review Board; and the Public Health Agency of Canada.

A special operating entity under Health Canada not included in the public accounts is the Canadian Centre on Substance Abuse and Addiction.

CANADIAN CENTRE ON SUBSTANCE ABUSE AND ADDICTION

Canadian Centre on Substance Use and Addiction (CCSA) is an arm's-length, non-profit national organization (not a government department) that serves as Canada's authority on substance use, providing national leadership and evidence-informed analysis to reduce the harms of alcohol and other drugs. It was created by the Canadian Centre on Substance Abuse Act. The CCSA conducts and synthesizes research, develops national standards and guidance, and advises governments, health professionals, and the public on substance use and addiction. Its role is knowledge, evidence, and coordination at the national level, and reports to the Minister of Health.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$8,970,302	68.5
Contractor fees	$1,761,062	13.4
Equipment maintenance and repairs	$18,945	0.1
Honorariums	$35,203	0.3
Rent	$383,999	2.9
Equipment rental	$14,694	0.1
Insurance	$30,213	0.2
Travel, meetings and accomodations	$987,470	7.5
Research expense	$29,078	0.2
Printing	$12,040	0.1
Advertising	$64,942	0.5
Office supplies and expenses	$339,907	2.6
Telecommunications	$189,903	1.4
Membership fees	$27,040	0.2
Professional fees	$88,372	0.7
Recruitment	$35,741	0.3
Amortization of tangible capital assets	$112,048	0.9
Total Expenditures	**$13,100,959**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The nearest provincial counterparts are the Mental Health and Addiction ministry (policy and system leadership) and Recovery Alberta within Alberta Health Services (service delivery), but neither is an arm's-length substance-use research-and-standards agency like the CCSA. Alberta relies on the CCSA for evidence and standards while concentrating provincially on policy direction and treatment delivery. Replicating CCSA's federal mandate would require Alberta to expand the authority of Alberta Mental Health and Addiction or Recovery Alberta, or stand up a new agency.

[17] Discussed under Tri-Council Research Funding; see ISED Agencies and Other Entities.

CANADIAN FOOD INSPECTION AGENCY

The Canadian Food Inspection Agency (CFIA) is dedicated to safeguarding food, animal and plant health, which enhances the health and well-being of Canada's people, environment, and economy. The CFIA develops and delivers inspection and other services to prevent and manage food safety risks; protect plant resources from pests, diseases and invasive species; prevent and manage animal and zoonotic diseases; contribute to consumer protection; and contribute to market access for Canada's food, plants and animals.

CFIA Summary

National 2024–2025 Spending: $1,039,748,970	• Safe food and healthy plants and animals: $830,746,084 • Internal services: $209,002,886
Full-Time Equivalent Staff: 6,584	• Safe food and healthy plants and animals: 5,416 • Internal services: 1,168
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $839,092,362 • 2027–2028: $781,080,968 • 2028–2029: $760,726,798
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Monitoring and enforcement for food safety and consumer protection	$291,777,913	28.1
Monitoring and enforcement for animal health	$156,123,051	15.0
Monitoring and enforcement for plant health	$68,912,743	6.6
Setting rules for food safety and consumer protection	$62,334,884	6.0
Information technology services	$54,005,028	5.2
Permissions for plant products	$51,680,125	5.0
Setting rules for animal health	$44,709,064	4.3
Financial management services	$43,322,493	4.2
Human resources management services	$41,005,236	3.9
Permissions for food products	$38,892,677	3.7
Setting rules for plant health	$27,682,070	2.7
Permissions for animal products	$26,214,401	2.5
Management and oversight services	$20,199,282	1.9
Market access support	$18,625,923	1.8
Food safety and consumer protection compliance promotion	$17,634,155	1.7
Communications services	$15,322,237	1.5
Real property management services	$13,970,390	1.3
Animal health compliance promotion	$10,950,417	1.1
Legal services	$9,716,827	0.9
International standards setting	$6,907,373	0.7
Information management services	$6,849,964	0.7
International regulatory co-operation and science collaboration	$5,016,821	0.5
Plant health compliance promotion	$3,284,467	0.3

Program	Total Canada Spending	Share of Total Spending (%)
Materiel management services	$2,628,523	0.3
Acquisition management services	$1,982,906	0.2
Total Expenditures	**$1,039,748,970**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The CFIA is a large federal inspection agency. Alberta carries some food-safety and animal-health regulation within its agriculture ministry, but inspection is largely federal; meaning there is only a partial functional match. There is no single provincial inspection agency of CFIA's scope. Replicating the CFIA's federal mandate would require Alberta to assign new responsibilities to existing ministries and potentially stand up a new agency.

PATENTED MEDICINE PRICES REVIEW BOARD CANADA

The Patented Medicine Prices Review Board (PMPRB) is an independent quasi-judicial body regulating patented medicine prices created under the Patent Act that operates at arm's length from the Minister of Health. It has a dual mandate: a regulatory role — ensuring that the prices of patented medicines sold in Canada are not excessive, including by monitoring and reviewing prices and holding hearings that may order price reductions — and a reporting role, reporting on pharmaceutical pricing trends and research-and-development spending through annual reports (tabled in Parliament through the Minister of Health) and NPDUIS reports. It comprises up to five governor-in-council-appointed members, and its jurisdiction is limited to patented medicines.

PMPRB Summary

National 2024–2025 Spending: $13,687,100	• Regulate patented medicine prices: $9,780,417 • Internal services: $3,906,683
Full-Time Equivalent Staff: 78	• Regulate patented medicine prices: 54 • Internal services: 24
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $17,212,193 • 2027–2028: $16,796,193 • 2028–2029: $16,020,076
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Patented Medicine Price Regulation Program	$7,584,143	55.4
Internal services	$3,906,683	28.5
Pharmaceutical Trends Program	$2,196,274	16.0
Total Expenditures	**$13,687,100**	**100**

Alberta Equivalent

There is no Alberta equivalent. The PMPRB regulates patented-drug prices federally. Alberta manages its own drug formulary and pricing through Primary and Preventative Health Services (source), but does not perform a patent-price review. Replicating PMPRB's federal mandate would require Alberta to expand the authority of Primary and Preventative Health Services or another health ministry or potentially stand up a new agency. Alternatively, an independent Alberta could continue to follow the guidance of the PMPRB without duplicating the functionality in the Alberta public service.

PUBLIC HEALTH AGENCY OF CANADA

The Public Health Agency of Canada (PHAC) is the federal agency for public health. Under the Public Health Agency of Canada Act it assists the Minister of Health in exercising powers and functions relating to public health; it works to promote and protect health, prevent and control infectious and chronic disease and injury, and prepare for and respond to public health emergencies. It is led by a president (its chief executive officer) and includes the Chief Public Health Officer, the Government of Canada's lead public-health professional, who advises the Minister and president and reports annually on the state of public health in Canada.

PHAC Summary

National 2024–2025 Spending: $1,534,914,270	• Health promotion and chronic disease prevention: $402,036,643 • Infectious disease prevention and control: $644,696,934 • Health security: $296,341,343 • Internal services: $191,839,350
Full-Time Equivalent Staff: 4,035	• Health promotion and chronic disease prevention: 653 • Infectious disease prevention and control: 2,015 • Health security: 747 • Internal services: 620
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,527,423,768 • 2027–2028: $1,243,831,084 • 2028–2029: $1,173,616,458
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Vaccination	$318,469,096	20.7
Health promotion	$289,536,076	18.9
Emergency preparedness and response	$245,199,283	16.0
Laboratory science leadership and services	$170,892,026	11.1
Communicable disease and infection control	$128,969,345	8.4
Management and oversight services	$71,972,889	4.7
Evidence for health promotion, and chronic disease and injury prevention	$69,107,286	4.5
Chronic diseases and conditions	$43,393,282	2.8
Information technology services	$29,513,149	1.9
Border and travel health	$26,501,815	1.7
Financial management services	$26,408,341	1.7
Foodborne, waterborne and zoonotic diseases	$26,366,466	1.7
Biosecurity	$24,640,246	1.6
Real property management services	$19,457,951	1.3
Human resources management services	$17,885,984	1.2
Communications services	$16,098,578	1.0
Information management services	$5,033,163	0.3
Legal services	$3,881,057	0.3
Acquisition management services	$1,588,239	0.1
Total Expenditures	**$1,534,914,270**	**100**

Alberta Equivalent

PHAC is Canada's public-health agency. Alberta's equivalent functions are led by the Chief Medical Officer of Health and provincial health bodies rather than a standalone agency. There is only partial equivalency as public-health functions in Alberta sit with the Chief Medical Officer of Health and the Primary and Preventative Health Services ministry and Alberta Health Services. Alberta's health ministries and the Chief Medical Officer of Health generally develop provincial policy informed by national guidance, adapting it to Alberta's context. The province retains its own authority (public health is largely provincial in delivery), so PHAC guidance is typically advisory or normative rather than binding. Alberta's health ministries currently rely on guidance from PHAC, such as immunizations, infectious disease and outbreak guidance, and notifiable disease surveillance. Replicating PHAC's federal mandate would require Alberta to assign new responsibilities to existing ministries and potentially stand up a new agency. Alternatively, an independent Alberta could continue to rely on PHAC guidance without creating a new public health agency.

HOUSING, INFRASTRUCTURE AND COMMUNITIES (HICC)

HICC is the lead federal department for public infrastructure and housing. HICC is responsible for federal infrastructure and housing policy and program delivery. Because infrastructure and housing is primarily a provincial, territorial, and municipal responsibility, much of the department's work involves co-financing projects with other levels of government. HICC makes significant investments in housing and public infrastructure, addresses homelessness needs, builds public-private-partnerships, and delivers programs that improve Canadians' quality of life by making communities more resilient, accessible and inclusive, while creating jobs and supporting economic growth. It reports to Parliament through the Minister of Housing and Infrastructure.

HICC's portfolio includes Build Canada Homes; the Canada Housing and Mortgage Corporation; the Canada Infrastructure Bank; the Canada Lands Company; the Jacques-Cartier and Champlain Bridges; and the Windsor-Detroit Bridge Authority.

HICC Summary

National 2024–2025 Spending: $7,968,878,253	• Public infrastructure, communities, affordable housing and homelessness policy: $81,759,398 • Public infrastructure, communities and homelessness investments: $39,515,902 • Public infrastructure and communities investment, stewardship and delivery: $7,758,605,181 • Internal services: $88,997,772
Full-Time Equivalent Staff: 1,599	• Public infrastructure, communities, affordable housing and homelessness policy: 447 • Public infrastructure, communities and homelessness investments: 303 • Public infrastructure and communities investment, stewardship and delivery: 353 • Internal services: 496
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $10,452,471,061 • 2027–2028: $11,506,099,293 • 2028–2029: $10,332,075,150
Source: 2025–26 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Allocation-based and direct funding stewardship	$6,919,658,020	86.8
Homelessness funding oversight	$751,991,370	9.4%
Major bridges oversight	$85,423,587	1.1
Public infrastructure and communities policy	$54,146,702	0.7
Public infrastructure and communities investment	$24,753,749	0.3
Homelessness policy	$24,659,093	0.3
Management and oversight services	$20,833,881	0.3
Communications services	$15,374,862	0.2
Human resources management services	$14,246,313	0.2
Information technology services	$13,318,207	0.2
Financial management services	$12,642,292	0.2

Program	Total Canada Spending	Share of Total Spending (%)
Information management services	$8,276,848	0.1
Alternative financing investment	$6,325,283	0.1
Homelessness investment	$6,186,667	0.1
Legal services	$2,427,185	0.0
Major bridges investment	$2,250,202	0.0
Alternative financing policy	$2,192,019	0.0
Alternative financing oversight	$1,532,205	0.0
Materiel management services	$960,258	0.0
Major bridges policy	$761,584	0.0
Acquisition management services	$506,771	0.0
Real property management services	$411,155	0.0
Total Expenditures	**$7,968,878,253**	**100**

Alberta Equivalent

There is a partial functional match across multiple provincial ministries: Alberta Infrastructure, Alberta Municipal Affairs and housing under Assisted Living and Social Services. HICC spans infrastructure, communities and housing federally. Alberta splits these across Infrastructure, Municipal Affairs and social-services/housing; there is no single equivalent. Replicating HICC's federal mandate would require Alberta to expand the authority and budget of Alberta Infrastructure, Alberta Municipal Affairs and Assisted Living and Social Services.

HICC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Housing, Infrastructure and Communities Canada listed in the public accounts include Canada Mortgage and Housing Corporation; Office of Infrastructure of Canada;[18] the Jacques-Cartier and Champlain Bridges Inc.; and the Windsor-Detroit Bridge Authority. Also operating under Housing, Infrastructure and Communities Canada is the Canada Lands Company.

BUILD CANADA HOMES

Build Canada Homes (BCH) is Canada's new federal affordable-housing builder with a mandate to scale up the supply of affordable housing across Canada. It is a federal Crown corporation dedicated to building affordable housing established under the Build Canada Homes Act. It combines planning, financing, and construction capacity within a single federal entity — acting as a builder and financier, not just a funder. As Build Canada Homes was stood up in September 2025, no budget information is available; Budget 2025 allocated $13 billion over five years to the entity.

Alberta Equivalent

There is no direct Alberta equivalent though there is a partial mapping in functionality. The nearest provincial counterparts are Seniors, Community and Social Services (policy and programs) and the provincial housing corporation (social-housing assets), operating under Alberta's affordable-housing strategy. Alberta has no capitalized public builder-financier equivalent to BCH, and Alberta delivers affordable housing largely by enabling non-profit and private developers rather than building directly. Replicating BCH's federal mandate would require Alberta to expand the responsibility and authorities of existing ministries (Affordability and Utilities; Assisted Living and Social Services; Infrastructure) and stand up a new agency. Alternatively, an independent Alberta could forgo this additional functionality and continue its current approach to affordable housing.

CANADA MORTGAGE AND HOUSING CORPORATION

The Canada Mortgage and Housing Corporation (CMHC) is a federal Crown corporation and national housing agency. CMHC administers the National Housing Act, with a mandate to promote housing affordability and choice, facilitate access to and efficiency in housing finance, protect the availability of low-cost housing funding and contribute to the well-being of the housing sector. It provides mortgage loan insurance and securitization, supports affordable housing, and conducts housing research and advice. It is governed by a board and responsible to Parliament through the Minister of Housing and Infrastructure.

CMHC Summary

National 2024–2025 Spending: $5,443,589,624	• Subsidies and payments: $5,443,589,624
Full-Time Equivalent Staff: 2,357	• Employees: 2,357
Source: Infographic for Canada Mortgage and Housing Corporation; Working at CMHC	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Assistance for housing needs	$2,740,796,522	50.3
Financing for housing	$1,360,786,484	25.0
Housing expertise and capacity development	$1,342,006,619	24.7
Total Expenditures	**$5,443,589,624**	**100**

[18] Not covered separately as this appears to be a duplicate name for the ministry.

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Total revenues and government funding	$7,657,000,000	100.0
Total Revenues	**$7,657,000,000**	**100.0**

Alberta Equivalent

There is no direct Alberta equivalent. CMHC is a federal housing Crown corporation covering financing, policy and insurance. Alberta has housing programs under Assisted Living and Social Services and the Alberta Social Housing Corporation. There is no full CMHC equivalent, especially on mortgage insurance and ensuring lenders have reliable access to national mortgage funding. Replicating CMHC's federal mandate would require Alberta to expand the authority of Assisted Living and Social Services or other ministries and likely stand up a new agency.

CANADA INFRASTRUCTURE BANK

The Canada Infrastructure Bank (CIB) is a federal Crown corporation. CIB invests in revenue-generating infrastructure projects in Canada that are in the public interest and seeks to attract investment from private-sector and institutional investors. Established under the Canada Infrastructure Bank Act with $35 billion in federal capital, it focuses on priority sectors and also acts as a centre of expertise, providing advisory services to public-sector project sponsors. It is accountable to Parliament through the Minister of Housing, Infrastructure and Communities.

CIB Summary

National 2024–2025 Spending: $57,600,000	• Operating expenses: $57,600,000
Full-Time Equivalent Staff: 149	• Employees: 149
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $352,970,000 • 2027–2028: $500,087,000 • 2028–2029: $598,542,000
Source: 2028-29 Corporate plan summary	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Compensation	$38,700,000	67.2
Professional fees	$10,900,000	18.9
Administration	$7,200,000	12.5
Amortization of tangible capital assets	$800,000	1.4
Total Expenditures	**$57,600,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Interest income	$131,073,000	100.0
Total Revenues	**$131,073,000**	**100**

Alberta Equivalent

There is no Alberta equivalent. The CIB is a federal infrastructure investment bank. Alberta has no provincial infrastructure bank; government infrastructure is delivered through the Infrastructure ministry. Replicating the CIB's federal mandate would require Alberta to expand the authority and budget of Alberta Infrastructure and likely stand up a new agency. Alternatively, an independent Alberta may choose to forgo this additional expense.

CANADA LANDS COMPANY LIMITED

Canada Lands Company is a self-financing federal Crown corporation specializing in real estate, development and attractions management. It manages and develops surplus federal properties, undertaking community engagement and producing development plans that may include affordable housing and green space, and it operates iconic national attractions such as the CN Tower and Downsview Park in Toronto and the Old Port and Science Centre in Montreal. Canada Lands Company manages two properties in Alberta: Currie and Village at Grisbach (source).

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Real estate development costs	64,039,000	27.6
Attractions, food and hospitality	83,339,000	35.9
Rental operating costs	29,030,000	12.5
General and administrative	42,870,000	18.5
Impairment, pre-acquisition and write-offs	11,574,000	5.0
Interest and other	1,020,000	0.4
Total Expenditures	**$231,872,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Real estate sales	$168,585,000	46.5
Attractions, food, beverage and hospitality	$131,004,000	36.2
Rental operations	$45,931,000	12.7
Interest and others	$16,859,000	4.7
Total Revenues	**$362,379,000**	**100**

Alberta Equivalent

There is a partial equivalent in Alberta Infrastructure. Canada Lands Company manages and develops surplus federal real property. Alberta manages its own land and real property within the Infrastructure ministry rather than through a separate Crown corporation. Replicating Canada Lands Company's federal mandate is likely not necessary within an independent Alberta.

JACQUES-CARTIER AND CHAMPLAIN BRIDGES INC.

The Jacques-Cartier and Champlain Bridges Inc. (JCCBI) is a Crown corporation that operates at arm's length from the government and reports to Parliament through the Minister responsible for infrastructure. It owns and operates federal transportation corridors in the Montreal area, including the Samuel de Champlain Bridge, the Jacques-Cartier Bridge, and the federal section of the Honoré-Mercier Bridge and has more recently taken on stewardship of the Quebec Bridge. Its mandate covers the management, maintenance and (where directed) repair or reconstruction of these structures.

Alberta Equivalent

There is no Alberta equivalent. Given the location of the bridges, an independent Alberta would not replicate the functionality of JCCBI.

WINDSOR-DETROIT BRIDGE AUTHORITY

The Windsor-Detroit Bridge Authority (WDBA) is a not-for-profit federal Crown corporation, responsible for the delivery, construction oversight and operation of the Gordie Howe International Bridge — the new publicly owned crossing between Windsor, Ontario and Detroit, Michigan — through a public-private partnership, and as operator it sets and collects the tolls. The bridge is owned jointly by Canada and the state of Michigan, with a joint Canada–Michigan International Authority monitoring WDBA's compliance with the 2012 Crossing Agreement. WDBA is headquartered in Windsor and reports to Parliament through the Minister of Housing, Infrastructure and Communities.

Alberta Equivalent

There is no Alberta equivalent. Given the location of the bridges, an independent Alberta would not replicate the functionality of WDBA.

JUSTICE CANADA

The Department of Justice Canada supports the dual roles of the Minister of Justice and the Attorney General of Canada under the Department of Justice Act. As a policy department, it oversees matters relating to the administration of justice that fall within federal jurisdiction (including criminal, family, access-to-justice, Indigenous, public and private international law), and it provides legal advisory, litigation and legislative-drafting services to the government and its departments. The Attorney General is the chief law officer of the Crown.

Justice Canada's portfolio includes the Administrative Tribunals Support Service of Canada; the Canadian Human Rights Commission; the Canadian Human Rights Tribunal; the Canadian Judicial Council; the Commissioner for Federal Judicial Affairs; the Courts Administrative Service; the Law Commission of Canada; the Judicial Compensation and Benefits Commission; the Office of the Federal Housing Advocate; the Office of the Federal Ombudsperson for Victims of Crime; the Public Prosecution Service of Canada; the Registrar of the Supreme Court of Canada; and federal courts (Federal Court, Tax Court of Canada, Federal Court of Appeal, Supreme Court of Canada).

Justice Canada Summary

National 2024–2025 Spending: $1,350,941,125	• Legal representation: $327,996,411 • Advisory services: $229,886,252 • Youth Jjustice: $201,789,193 • Litigation services: $168,709,104 • Legal policies, laws and governance: $65,070,384 • Other: $357,489,779
Full-Time Equivalent Staff: 5,654	• Litigation services: 2,300 • Advisory services: 1,528 • Legal policies, laws and governance: 311 • Other: 1,515
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $1,173,735,531 • 2027-2028: $1,112,827,571 • 2028-2029: $1,037,209,707
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Legal representation	$327,996,411	24.3
Advisory services	$229,886,252	17.0
Youth justice	$201,789,193	14.9
Litigation services	$168,709,104	12.5
Legal policies, laws and governance	$65,070,384	4.8
Indigenous justice	$61,050,963	4.5
Justice system partnerships	$50,799,179	3.8
Victims of crime	$43,376,788	3.2
Management and oversight services	$37,213,884	2.8
Legislative services	$30,175,481	2.2
Information technology services	$29,941,130	2.2
Family justice	$22,305,689	1.7
Human resources management services	$21,319,907	1.6

Program	Total Canada Spending	Share of Total Spending (%)
Financial management services	$13,365,985	1.0
Drug Treatment Court Funding Program	$10,310,186	0.8
Information management services	$9,619,316	0.7
Communications services	$9,282,898	0.7
Real property management services	$7,880,379	0.6
Contraventions Regime	$7,182,550	0.5
Ombudsperson for Victims of Crime	$2,085,913	0.2
Acquisition management services	$1,579,531	0.1
Total Expenditures	**$1,350,941,125**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta Justice, which is a full match on the justice and attorney general portfolio. There is an incomplete match on functionality and mandate, as Justice Canada covers justice matters within federal jurisdiction and Alberta Justice covers provincial justice matters. Replicating Justice Canada's federal mandate would require Alberta to expand the authority and responsibility of Justice Alberta to all areas of law.

JUSTICE CANADA AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Justice listed in the public accounts include the Administrative Tribunals Support Service of Canada; the Canadian Human Rights Commission; the Courts Administration Service; the Law Commission of Canada; the Office of the Commissioner for Federal Judicial Affairs; the Office of the Director of Public Prosecutions/Public Prosecution Service of Canada; the Offices of the Information and Privacy Commissioners of Canada; and the Registrar of the Supreme Court of Canada.

There are several special operating entities within Justice Canada not listed in the public accounts: the Courts Administration Service; the Canadian Human Rights Tribunal; the Canadian Judicial Council; and the Office of the Federal Housing Advocate.

ADMINISTRATIVE TRIBUNALS SUPPORT SERVICE OF CANADA

The Administrative Tribunals Support Service of Canada (ATSSC) provides support services and facilities to a group of 13 federal administrative tribunals, boards, and councils, and two territorial bodies through a single, integrated organization. These services include specialized supports such as registry, legal, research and mandate/member services, as well as internal corporate services. The ATSSC aims to strengthen tribunal capacity and support access to justice for Canadians, and provides the support services and the facilities that are needed by each of the administrative tribunals it serves to enable them to exercise their powers and perform their duties and functions in accordance with their legislation and rules. Supported bodies are the Canada Agricultural Review Tribunal (CART); the Canada Industrial Relations Board (CIRB); the Canadian Cultural Property Export Review Board (CCPERB); the Canadian Human Rights Tribunal (CHRT); the Canadian International Trade Tribunal (CITT); the Competition Tribunal (CT); the Environmental Protection Tribunal of Canada (EPTC); the Federal Public Sector Labour Relations and Employment Board (FPSLREB); the National Joint Council (NJC); the Public Servants Disclosure Protection Tribunal (PSDPT); the Social Security Tribunal of Canada (SST); the Specific Claims Tribunal Canada (SCT); the Transportation Appeal Tribunal of Canada (TATC); the Yukon Teachers Labour Relations Board; and the Yukon Public Service Labour Relations Board.

ATSSC Summary

National 2024–2025 Spending: $85,959,301	• Support services and facilities to federal administrative tribunals and its members: $60,153,920 • Internal services: $25,805,381
Full-Time Equivalent Staff: 717	• Support services and facilities to federal administrative tribunals and its members: 562 • Internal services: 155
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $79,351,598 • 2027–2028: $76,033,788 • 2028–2029: $72,630,176
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Mandate and members services	$35,201,147	41.0
Internal services	$25,805,381	30.0
Registry services	$14,028,386	16.3
Legal services	$10,924,385	12.7
Total Expenditures	$85,959,301	100

Alberta Equivalent

There is no direct Alberta equivalent. Administrative tribunal support in Alberta is not centralized in one body the way ATSSC is. Some support functions sit within the Justice ministry and individual tribunals. Replicating ATSSC's federal mandate would require Alberta to expand Alberta Justice and consolidate the service functionality of existing tribunals within a new agency. Alternatively, an independent Alberta may choose to maintain support services within each tribunal and forgo this functionality.

CANADIAN HUMAN RIGHTS COMMISSION

The Canadian Human Rights Commission (CHRC) is Canada's federal human rights institution, established under the Canadian Human Rights Act. The Canadian Human Rights Commission operates under the authority of the Canadian Human Rights Act, the Accessible Canada Act, the Employment Equity Act, the Pay Equity Act and the National Housing Strategy Act. It is internationally accredited as Canada's national human rights institution. As a federal human-rights screening body, it receives, screens and helps resolve complaints of discrimination in federally regulated areas — through services such as mediation — and refers complaints that warrant a hearing to the Canadian Human Rights Tribunal. It also works to promote equality and prevent discrimination, including through education and awareness programs. The Canadian Human Rights Commission also includes the Office of the Federal Housing Advocate, an independent entity responsible for protecting the human right to housing in Canada.

CHRC Summary

National 2024–2025 Spending: $41,564,092	• Engagement and advocacy: $6,510,598 • Complaints: $13,582,070 • Proactive compliance: $8,392,074 • Internal services: $13,079,349
Full-Time Equivalent Staff: 283	• Engagement and advocacy: 38 • Complaints: 91 • Proactive compliance: 54 • Internal services: 100
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $38,268,771 • 2027–2028: $37,590,974 • 2028–2029: $36,062,563
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Protection Program	$13,582,070	32.7
Internal services	$13,079,349	31.5
Audit Program	$8,392,073	20.2
Promotion Program	$6,510,598	15.7
Total Expenditures	**$41,564,092**	**100**

Alberta Equivalent

The direct Alberta equivalent is the Alberta Human Rights Commission (AHRC). The Alberta Human Rights Commission is an independent provincial body that is responsible for carrying out work under the Alberta Human Rights Act, including protecting human rights. There is a strong functional match; the AHRC administers human-rights law and handles complaints, but under provincial (Alberta Human Rights Act) rather than federal jurisdiction. Replicating the CHRC's federal mandate may require Alberta to expand the authority and responsibilities of the AHRC if the Alberta Human Rights Act does not fully replicate the Canadian Human Rights Act.

CANADIAN HUMAN RIGHTS TRIBUNAL

The Canadian Human Rights Tribunal (CHRT) is an independent, quasi-judicial body established under the Canadian Human Rights Act. It is entirely separate from the Canadian Human Rights Commission, which refers discrimination complaints to it. The Tribunal holds hearings — similar to a court, with testimony and evidence — to decide whether a discriminatory practice has occurred and may order remedies including that a practice cease and that compensation be paid. Its decisions are subject to judicial review by the Federal Court.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent though the Alberta Human Rights Commission is a functional equivalent. The federal model separates the Commission (screening) from the Tribunal (adjudication). Alberta's AHRC performs both roles, so the CHRT maps to the adjudicative side of the AHRC. Replicating the CHRT's federal mandate may require Alberta to expand the authority and responsibilities of the AHRC if the Alberta Human Rights Act does not fully replicate the Canadian Human Rights Act.

CANADIAN JUDICIAL COUNCIL

The Canadian Judicial Council (CJC) was created under the Judges Act and is chaired by the Chief Justice of Canada. Composed of the chief justices and associate chief justices of Canada's Federal and Superior Courts, its mandate is to promote efficiency, consistency and the quality of judicial service in the Superior Courts. It provides continuing education and ethical principles for judges and reviews complaints about the conduct of federally appointed judges. It may recommend to the Minister of Justice that a judge be removed from office.

There is no separate budget information for this entity. Its budget is embedded within the Commissioner for Federal Judicial Affairs Canada

Alberta Equivalent

The Canadian Judicial Council oversees federally appointed judges. Alberta's provincially appointed judges have separate oversight, but there is no direct provincial judicial council counterpart of the same profile. Replicating the CJC's federal mandate would require Alberta to expand the authority of Alberta Justice and potentially stand up a new agency.

COMMISSIONER FOR FEDERAL JUDICIAL AFFAIRS CANADA

The Office of the Commissioner for Federal Judicial Affairs (FJA) is an arm's-length agency supporting the federal judiciary. It administers Part I of the Judges Act (eligibility, salaries, pensions, and benefits) and manages the Judicial Appointments Secretariat and its advisory committees that evaluate candidates for federal judicial appointment. It supports the Supreme Court of Canada appointment process, provides judicial language training, operates the secure judicial network (JUDICOM) and publishes decisions of the Federal Court and Federal Court of Appeal in both official languages.

FJA Summary

National 2024–2025 Spending: $804,198,460	• Support to federally appointed judges: $803,471,660 • Internal services: $726,800
Full-Time Equivalent Staff: 63	• Support to federally appointed judges: 57.5 • Internal services: 9.5
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $930,623,440 • 2027–2028: $976,923,505 • 2028–2029: $1,035,077,385
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Payments pursuant to the *Judges Act*	$788,502,019	98.0
Office of the Commissioner for Federal Judicial Affairs	$11,993,472	1.5
Canadian Judicial Council	$2,976,170	0.4
Internal services	$726,800	0.1
Total Expenditures	**$804,198,460**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, as the office is solely for administration of federal judicial affairs. Replicating FJA's federal mandate would require Alberta to expand the authority of Alberta Justice and potentially stand up a new agency.

COURTS ADMINISTRATION SERVICE

The Court Administration Service (CAS) is a federal body providing administrative services to four national courts. The Courts Administration Service is a portion of the federal public administration that provides registry, judicial and corporate services to four Superior Courts of record: the Federal Court of Appeal; the Federal Court; the Court Martial Appeal Court of Canada; and the Tax Court of Canada. By placing these administrative services at arm's length from the government, it is designed to enhance judicial independence and accountability for public money; the Chief Administrator's powers do not extend to matters assigned by law to the judiciary. Their services also facilitate access to justice for all Canadians by enabling litigants and legal counsel to submit disputes and other matters to be heard before the Courts.

CAS Summary

National 2024–2025 Spending: $135,721,307	• Administration services for the Federal Courts: $94,012,110 • Internal services: $41,709,197
Full-Time Equivalent Staff: 884	• Administration services for the Federal Courts: 618 • Internal services: 266
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $188,741,693 • 2027–2028: $203,805,933 • 2028–2029: $161,932,699
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Judicial services	$49,397,272	36.4
Internal services	$41,709,197	30.7
Registry services	$36,058,449	26.6
Security	$8,542,702	6.3
E-Courts	$13,686	0.0
Total Expenditures	**$135,721,307**	**100**

Alberta Equivalent

There is no direct equivalent as CAS administers federal courts. Alberta's court administration is handled within Alberta Justice ministry for Alberta's courts; the two are structurally analogous but jurisdiction-specific. Replicating the Courts Administration Service's federal mandate would require Alberta to expand the authority of Alberta Justice and stand up a new agency. Alternatively, an independent Alberta may choose to keep the expanded courts administration solely within Alberta Justice.

LAW COMMISSION OF CANADA

The Law Commission of Canada (LCC) is an independent, non-partisan law-reform agency established under the Law Commission of Canada Act. It studies and keeps under systematic review the law and legal systems of Canada and provides independent advice on the improvement, modernization and reform of the law. It consists of a full-time president and four part-time commissioners appointed by the governor-in-council, and reports to Parliament through the Minister of Justice.

LCC Summary

National 2024–2025 Spending: $4,040,229	• Law review: $1,533,101 • Internal services: $2,507,128
Full-Time Equivalent Staff: 11	• Law review: 7 • Internal services: 4
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $3,419,602 • 2027–2028: $3,326,602 • 2028–2029: $3,141,602
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$2,507,128	62.1
Law review	$1,533,101	37.9
Total Expenditures	$4,040,229	100

Alberta Equivalent

There is no direct Alberta equivalent. Law reform in Alberta is carried out by the Alberta Law Reform Institute, a joint initiative of the University of Alberta and the Law Society of Alberta. Although it is not a government department, it is the closest provincial analogue. Replicating the LCC's federal mandate would require Alberta to expand the authority of Alberta Justice and stand up a new agency or grant additional authority to the Alberta Law Reform Institute.

JUDICIAL COMPENSATION AND BENEFITS COMMISSION

The Judicial Compensation and Benefits Commission (JCBC) is an independent commission reviewing federal judicial compensation. It is established every four years under section 26 of the Judges Act. It inquires into and makes recommendations on the adequacy of the salaries and benefits of federally appointed judges (and Federal Court associate judges), considering criteria such as prevailing economic conditions, the role of financial security in ensuring judicial independence and the need to attract outstanding candidates. It consists of three governor-in-council-appointed members and reports to the Minister of Justice.

The Commission consists of three members appointed by the governor-in-council. There is no employment or future planned spending information available.

Alberta Equivalent

There is no direct Alberta equivalent though there is a functional equivalency with the Alberta Judicial Compensation Commission. The federal commission sets federally appointed judges' compensation. Alberta has a separate provincial Judicial Compensation Commission for provincial court judges, a full provincial analogue. Replicating the JCBC's federal mandate would require Alberta to expand the responsibility and authority of the provincial Judicial Compensation Commission for judges covering new areas of Alberta law.

OFFICE OF THE FEDERAL HOUSING ADVOCATE

The Federal Housing Advocate is an independent watchdog created under the National Housing Strategy Act, housed at the Canadian Human Rights Commission. Its defining feature is that it's grounded in a statutory recognition of housing as a human right. The Advocate monitors systemic housing issues, takes submissions from people affected by inadequate housing or homelessness, can refer matters to a National Housing Council review panel, and pushes governments toward rights-based housing solutions.

There is no separate budget information for this entity. Its budget is embedded within the Canadian Human Rights Commission.

Alberta Equivalent

There is no Alberta equivalent; there is no provincial housing advocate, and Alberta has not enacted a "right to housing" framework that such an office would enforce or monitor. There are several partial functional matches within Alberta's existing structure. Seniors, Community and Social Services (and the affordable-housing and homelessness programs and the provincial housing corporation under it) handles housing policy and delivery, but is not an independent advocate holding it to account. The Alberta Ombudsman provides independent, impartial review of unfair treatment by provincial public bodies, but the Ombudsman is a general administrative-fairness office, not a housing-specific or rights-based advocate, and it doesn't perform systemic housing-rights monitoring. The Residential Tenancy Dispute Resolution Service resolves individual landlord–tenant disputes, not systemic advocacy. Alberta has a Property Rights Advocate Office, but it's mandate Albertans' concerns about property (ownership) rights and communicates them to government making it an owners'/landowners' interest office, not a tenant- or housing-security advocate. Replicating the Federal Housing Advocate's mandate would require Alberta to expand the authority of Seniors, Community and Social Services and Justice, or stand up a new entity.

OFFICE OF THE FEDERAL OMBUDSPERSON FOR VICTIMS OF CRIME

The Office of the Federal Ombudsperson for Victims of Crime (OFOVC) is an independent office that addresses issues for victims and survivors of crime under federal jurisdiction, including rights under the Canadian Victims Bill of Rights and access to federal programs and services. It receives complaints, helps victims navigate federal programs and raises awareness; its mandate is limited to federal matters. The Ombudsperson is a special advisor to the Minister of Justice (source).

There is no employment or future planned spending information available.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and wages	$2,007,887	96.3
Operations and maintenance	$78,026	3.7
Total Expenditures	**$2,085,913**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, though there is a partial functional parallel with victims' services within Alberta Public Safety and Emergency Services. This is a provincial victims-of-crime function, whereas OFOVC is stand-alone and responsible for federal criminal matters. Replicating OFOVC's federal mandate would require Alberta to expand the authority of Alberta Public Safety and Emergency Services and potentially stand up a new agency.

PUBLIC PROSECUTION SERVICE OF CANADA

The Public Prosecution Service of Canada (PPSC) is Canada's independent prosecution service, established under the Director of Public Prosecutions Act (enacted as part of the Federal Accountability Act). PPSC prosecutes offences under federal jurisdiction independently and free of improper influence and provides prosecution-related advice to law enforcement. It handles drug, terrorism, organized-crime, regulatory and Criminal Code (in the territories) prosecutions, and reports to Parliament through the Attorney General. It is led by the Director of Public Prosecutions, who acts under and on behalf of the Attorney General of Canada (and is the Deputy Attorney General for these purposes); the Attorney General may issue directives or assume conduct of a prosecution only in writing and published in the Canada Gazette.

PPSC Summary

National 2024–2025 Spending: $254,250,062	• Prosecution services: $213,502,409 • Internal services: $40,747,653
Full-Time Equivalent Staff: 1,148	• Prosecution services: 942 • Internal services: 206
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $229,440,707 • 2027–2028: $228,869,663 • 2028–2029: $228,900,697
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Federal prosecutions	$213,502,409	84.0
Internal services	$40,747,653	16.0
Total Expenditures	**$254,250,062**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Prosecution services	$17,639,000	99.4
Internal services	$113,000	0.6
Fines, forfeitures and court costs	$31,508,000	177.5
Rent from residential housing provided to employees	$928,000	5.2
Revenues earned on behalf of government	–$32,436,000	–182.7
Total Revenues	**$17,752,000**	**100**

Alberta Equivalent

The Alberta equivalent is the Alberta Crown Prosecution Service, within Alberta Justice. This is a functional match; in Alberta, it is a service within the Justice Ministry rather than a stand-alone director-led agency, and it prosecutes provincial offences and Criminal Code matters in Alberta. Replicating PPSC's federal mandate would require Alberta to expand the authority of Alberta Justice and the responsibility of the Alberta Crown Prosecution Service.

REGISTRAR OF THE SUPREME COURT OF CANADA

The Office of the Registrar of the Supreme Court of Canada (ORSCC) provides services and support for Canada's final court of appeal to process, hear and decide cases as well as playing a central role in communications and outreach. The Registrar is the administrative body supporting the Supreme Court's functions.

ORSCC Summary

National 2024–2025 Spending: $51,321,993	• The administration of Canada's final court of appeal: $34,471,429 • Internal services: $16,850,564
Full-Time Equivalent Staff: 239	• The administration of Canada's final court of appeal: 150 • Internal services: 89
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $52,430,167 • 2027–2028: $50,876,551 • 2028–2029: $51,637,087
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Court administration	$23,903,667	46.6
Internal services	$16,850,564	32.8
Administration of the *Judges Act* for the Judges of the Supreme Court of Canada	$10,567,763	20.6
Total Expenditures	**$51,321,993**	**100**

Alberta Equivalent

There is no direct equivalent though Alberta's closest functional equivalent is the Registrar of the Court of Appeal of Alberta. The Supreme Court's Registrar heads a self-contained administrative office for a stand-alone national institution — a deputy-head role with its own budget and staff. In Alberta, court administration is largely delivered through Court and Justice Services within Alberta Justice, so registrars operate within a ministry-supported administrative structure rather than heading an independent office of their own. Moreover, Alberta's Court of Appeal isn't an equivalent to the Supreme Court itself (appeals from it go to the SCC), so its Registrar is a functional parallel on the registry-administration side rather than a true counterpart office. Replicating the Registrar's federal mandate would require Alberta to expand the authority of Alberta Justice and stand up a new agency. Alternatively, an independent Alberta may choose to keep the expanded courts administration solely within Alberta Justice.

NATIONAL DEFENCE

National Defence is the federal department for the defence of Canada. The Department of National Defence (DND) is established under Part I of the National Defence Act, under which the Minister of National Defence has the management and direction of the Canadian Armed Forces and of all matters relating to national defence. DND (the civilian department) and the Canadian Armed Forces (the armed forces of His Majesty raised by Canada, consisting of one service comprising the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and the Canadian Special Operations Forces Command) have complementary roles supporting the Minister. Together they defend Canada, help defend North America (including through NORAD with the United States) and contribute to international peace and security; most international operations are authorized through the Crown Prerogative. It reports to Parliament through the Minister of National Defence.

The Department of National Defence supports the Canadian Armed Forces who serve on the sea, on land and in the air with the Navy, Army, Air Force and Special Forces to defend Canadians' interests at home and abroad. This includes the Canadian Forces Housing Corporation, which delivers housing solutions for CAF members and their families nationwide; Defence Research and Development Canada, which develops and delivers technical solutions, knowledge and advice to DND; the Canadian Armed Forces; other federal departments and the public-safety and national-security community. It also exercises functional authority to ensure coherence of defence and security science and technology investments.

As part of the ministerial portfolio, the Independent Review Panel for Defence Acquisition challenges and helps validate the high-level mandatory requirements of major military procurement projects, providing arm's-length, third-party advice directly to the Minister of National Defence (and the Deputy Minister) before the Minister or Treasury Board is asked to approve these projects.

The National Defence portfolio includes the Canadian Armed Forces; the Canadian Coast Guard; the Canadian Defence Academy; the Canadian Forces Housing Agency; the Communications Security Establishment; the Court Martial Appeal Court of Canada; Defence Construction Canada; Defence Research and Development Canada; the Independent Review Panel for Defence Acquisition; the Military Judge Compensation Committee; the Military Police Complaints Commission; the Nation Defence and Canadian Armed Forces Ombuds; the Office of the Chief Military Judge; and the Royal Military College of Canada.

Alberta holds three Canadian Armed Forces bases: the 3rd Canadian Division Support Base Edmonton (Army), the Canadian Forces Base Cold Lake (Air Force), and the Canadian Forces Base Suffield (Army). Alberta also has two Canadian Forces Health Service Centres in Edmonton and Wainwright (source).

National Defence Summary

National 2024–2025 Spending: $33,924,795,251	• Operations: $2,980,747,779 • Ready Forces: $11,960,347,112 • Defence Team: $4,521,073,589 • Future Force design: $1,490,747,381 • Procurement capabilities: $7,383,814,779 • Sustainable bases, information technology systems and infrastructure: $4,482,599,215 • Internal services: $1,105,465,396

Full-Time Equivalent Staff: 92,674	• Operations: 3,067 • Ready Forces: 41,661 • Defence Team: 21,118 • Future Force design: 2,202 • Procurement capabilities: 3,239 • Sustainable bases, information technology systems and infrastructure: 16,178 • Internal services: 5,209
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $51,703,553,000 • 2027–2028: $56,809,761,650 • 2028–2029: $56,042,239,984
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Equipment support	$4,699,961,117	13.9
Aerospace equipment acquisition	$3,263,727,280	9.6
Maritime equipment acquisition	$2,836,127,001	8.4
Ready Land Forces	$2,460,269,329	7.3
Defence team management	$2,087,259,355	6.2
Ready air and space forces	$2,061,248,322	6.1
Global engagement	$1,564,336,069	4.6
Ready Naval Forces	$1,362,743,205	4.0
Defence infrastructure maintenance, support and operations	$1,304,550,796	3.8
International operations	$982,949,993	2.9
Defence infrastructure construction, recapitalization and investment	$902,593,885	2.7
Total health care	$839,479,578	2.5
Land equipment acquisition	$819,747,783	2.4
Science, technology and innovation	$598,815,171	1.8
Individual training and professional military education	$574,188,758	1.7
Land bases	$522,242,906	1.5
Air and Space Force development	$481,243,636	1.4
Air and Space Wings	$469,558,826	1.4
Ready Special Operations Forces	$346,793,342	1.0
Information technology services	$333,676,691	1.0
Military member and family support	$326,594,182	1.0
Defence information & communications technology systems acquisition, design and delivery	$323,632,751	1.0
Naval bases	$294,084,483	0.9
Ready Cyber and Joint Communication and Information Systems (JCIS) Forces	$266,834,144	0.8
Ready Intelligence Forces	$245,995,329	0.7
Cadets and Junior Canadian Rangers (Youth Program)	$230,309,347	0.7

Program	Total Canada Spending	Share of Total Spending (%)
Joint, common and international bases	$229,040,438	0.7
Defence information and communications systems, services and programme management	$213,673,289	0.6
Ready Health, Military Police and Support Forces	$201,810,571	0.6
Management and oversight services	$199,177,943	0.6
Military transition	$194,959,874	0.6
Command, control and sustainment of operations	$194,121,286	0.6
Recruitment	$191,507,380	0.6
Strategic Command and Control	$178,011,488	0.5
Military Police institutional operations	$167,122,551	0.5
Human resources management services	$148,744,751	0.4
Defence materiel management	$140,579,964	0.4
Ready Joint and Combined Forces	$134,553,641	0.4
Defence infrastructure program management	$129,113,157	0.4
Environmental management and climate action	$127,366,035	0.4
Special operations	$110,519,777	0.3
Real property management services	$105,861,085	0.3
Defence Residential Housing Program	$105,401,827	0.3
Joint Force Development	$104,635,189	0.3
Land Force Development	$97,086,928	0.3
Intelligence Force Development	$97,081,661	0.3
Cyber operations	$94,671,935	0.3
Legal services	$91,066,812	0.3
Financial management services	$71,104,666	0.2
Military law services/Military justice superintendence	$51,623,195	0.2
Cyber and Joint Communication Information Systems (CIS) Force Development	$51,576,492	0.2
Materiel management services	$48,883,090	0.1
Information management services	$41,388,243	0.1
Naval Force development	$40,969,880	0.1
Communications services	$39,245,214	0.1
Acquisition management services	$26,316,902	0.1
Special Operations Force development	$19,338,423	0.1
Operations in North America	$17,518,543	0.1
Operations in Canada	$16,630,176	0.0
Military history and heritage	$15,891,634	0.0
Safety	$10,545,730	0.0
Ombudsman	$9,260,285	0.0
Indigenous affairs	$7,305,292	0.0
The Employer Support Programs	$2,126,623	0.0
Total Expenditures	**$33,924,795,251**	**100**

CANADIAN ARMED FORCES

CANADIAN ARMY

The Canadian Army is the land component of the Canadian Armed Forces, responsible for conventional land operations at home and abroad. It is organized into geographic divisions that command Regular Force and Reserve brigade groups and supporting units and includes the Canadian Rangers. The Commander of the Canadian Army reports to the Chief of the Defence Staff.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

CANADIAN SPECIAL OPERATIONS FORCES COMMAND

Canadian Special Operations Forces Command (CANSOFCOM) is a high-readiness organization, part of National Defence and the Canadian Armed Forces, that generates and deploys agile Special Operations Forces on very short notice domestically and abroad. Its core strategic capability is delivering an effective counter-terrorism response. Its units include Joint Task Force 2 (JTF 2), the Canadian Special Operations Regiment (CSOR), the Canadian Joint Incident Response Unit (CJIRU), 427 Special Operations Aviation Squadron (SOAS) and the Canadian Special Operations Training Centre. The Commander of CANSOFCOM reports directly to the Chief of the Defence Staff.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

ROYAL CANADIAN AIR FORCE

The Royal Canadian Air Force (RCAF) is the air and space element of the Canadian Armed Forces. The RCAF is part of the Department of National Defence and the Canadian Armed Forces. It supports air and space operations in Canada and around the world — including air defence, maritime patrol, search and rescue, air mobility and sustainment, and aerospace control — and works closely with the United States to defend North America as a partner in the North American Aerospace Defence Command (NORAD).

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

ROYAL CANADIAN NAVY

The Royal Canadian Navy (RCN) is the naval element of the Canadian Armed Forces. The RCN is the naval force of Canada and one of the three environmental commands of the Canadian Armed Forces. It conducts maritime operations including coastal defence, patrols and international missions. Its commander reports to the Chief of the Defence Staff, and its two main formations are Maritime Forces Atlantic (based at CFB Halifax) and Maritime Forces Pacific (based at CFB Esquimalt).

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no Alberta equivalent as national defence is exclusively federal. Replicating National Defence's federal mandate would require Alberta to stand up a new department and associated supporting agencies and entities. Given Alberta is landlocked, an Albertan armed forces is unlikely to include a naval element. Alternatively, an independent Alberta could forgo creating armed forces. An independent Alberta would also need to negotiate over disposition of current Canadian Armed Forces bases and facilities in Cold Lake, Edmonton, Suffield and Wainwright.

NATIONAL DEFENCE AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under National Defence listed in the public accounts include the Communications Security Establishment; the Military Grievances External Review Committee; and the Military Police Complaints Commission.

There are several special operating entities within National Defence not listed in the public accounts: the Canadian Coast Guard; the Canadian Defence Academy; the Court Martial Appeal Court of Canada; Defence Construction Canada; Defence Research and Development Canada; the Independent Review Panel for Defence Acquisition; the Military Judges Compensation Committee; the Office of the Chief Military Judge; and the Royal Military College of Canada. In addition, the Defence Investment Agency is under the authority of Public Services and Procurement Canada (and discussed in that section).

CANADIAN COAST GUARD

The Canadian Coast Guard is a special operating agency for civilian marine services. The Coast Guard owns and operates the federal government's civilian fleet and delivers marine services drawn from the Oceans Act and the Canada Shipping Act, including search and rescue, aids to navigation, marine communications and traffic services, icebreaking and environmental (pollution) response. It is a civilian, non-combatant organization. By order-in-council on Sept. 2, 2025, it was transferred to the National Defence portfolio, while remaining a civilian special operating agency that is not part of the Canadian Armed Forces and is not armed.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no provincial equivalent as the Coast Guard is federal jurisdiction. Given Alberta is landlocked, an independent Alberta is unlikely to replicate this federal functionality.

CANADIAN DEFENCE ACADEMY

The Canadian Defence Academy (CDA) is Canada's military professional-education and training authority. The Canadian Defence Academy is the Canadian Armed Forces organization responsible for overseeing professional military education and leadership development across the CAF. It coordinates learning institutions and doctrine for the education and professional development of military personnel. It is part of the Department of National Defence and the Canadian Armed Forces.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no direct Alberta equivalent as professional military education is exclusively federal jurisdiction. Alberta has provincial universities under Advanced Education but no military academy equivalent. Replicating CDA's federal mandate would require Alberta to stand up a new military academy within Advanced Education or associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

CANADIAN FORCES HOUSING AGENCY

The Canadian Forces Housing Agency (CFHA) is a special operating agency within the Department of National Defence. It manages and operates Crown-controlled residential housing for Canadian Armed Forces members and their families, maintains those housing assets to a suitable standard and develops and implements plans to meet the future housing needs of the CAF. It operates entirely within DND under a Treasury Board-approved charter.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Strategic housing portfolio planning	$2,328,000	1.3
Real property housing programs	$47,459,000	27.0
Housing operations and customer services programs	$113,871,000	64.8
Military housing program support, control and coordination	$11,967,000	6.8
Total Spending	**$175,625,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Shelter charges	$115,917,000	94.0
Miscellaneous revenues	$7,366,000	6.0
Total Revenues	**$123,283,000**	**100**

Alberta Equivalent

There is no provincial equivalent as the CFHA is a federal agency for armed forces housing and national defence activities are solely federal jurisdiction. Replicating CFHA's federal mandate would require Alberta to stand up a new department or associated supporting agency. This is conditional on an independent Alberta pursuing formation of armed forces.

COMMUNICATIONS SECURITY ESTABLISHMENT CANADA

The Communications Security Establishment (CSE) is the national cryptologic agency for signals intelligence and cybersecurity. CSE is a stand-alone agency in the National Defence portfolio whose mandate, set out in the Communications Security Establishment Act, has five parts: foreign intelligence; cybersecurity and information assurance; defensive cyber operations; active cyber operations; and technical and operational assistance to federal partners. It houses the Canadian Centre for Cyber Security, the government's operational lead for cybersecurity and is a member of the Five Eyes intelligence alliance.

CSE Summary

National 2024–2025 Spending: $1,088,532,261	• Cybersecurity: $368,068,917 • Foreign cyber operations: $59,876,780 • Foreign signals intelligence: $371,722,905 • Operations enablement: $288,863,659
Full-Time Equivalent Staff: 3,686	• Employees: 3,686
Source: Infographic for Communications Security Establishment Canada	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Foreign signals intelligence	$371,722,905	34.2
Cybersecurity	$368,068,917	33.8
Operations enablement	$288,863,659	26.5
Foreign cyber operations	$59,876,780	5.5
Total Expenditures	**$1,088,532,261**	**100**

Alberta Equivalent

There is no Alberta equivalent as signals intelligence and cybersecurity is federal jurisdiction. Alberta has cybersecurity operations within Technology and Innovation, but it is not an equivalent agency. Replicating CSE's federal mandate would require Alberta to expand the authority and responsibilities of Technology and Innovation or stand up a new national defence department with associated authority.

COURT MARTIAL APPEAL COURT OF CANADA

The Court Martial Appeal Court of Canada (CMAC) is the federal appellate court for the military justice system. Established under the National Defence Act, the CMAC hears appeals from courts martial, which try service members and accompanying civilians for offences under the Code of Service Discipline. Because of its relatively small caseload, its judges are cross-appointed from the provincial superior courts, the Federal Court and the Federal Court of Appeal.

Alberta Equivalent

There is no provincial equivalent as the CMAC is the federal armed forces judiciary and national defence activities are solely federal jurisdiction. Replicating CMAC's federal mandate would require Alberta to stand up a new court within its judiciary system or associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

DEFENCE CONSTRUCTION CANADA

Defence Construction Canada (DCC) is a Crown corporation delivering defence infrastructure. Established under the Defence Production Act, DCC meets the infrastructure, real-property and environmental needs of the Department of National Defence and the Canadian Armed Forces. It does so as a defence-procurement specialist, advising on, planning, procuring and managing construction, real-property and environmental projects and contracts.

DCC Summary

National 2024–2025 Spending: $193,314,000	• Expenses: 193,314,000
Full-Time Equivalent Staff: 1,315	• Employees: 1,315
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $213,205 • 2027–2028: $248,481 • 2028–2029: $273,434
Source: 2029–30 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$171,879,000	88.9
Operating and administrative expenses	$15,346,000	7.9
Travel and disbursement expenses	$4,034,000	2.1
Depreciation and amortization	$1,799,000	0.9
Finance costs	$256,000	0.1
Total Expenditures	**$193,314,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Services revenue	$197,298,000	96.5
Travel and disbursement revenue	$4,034,000	2.0
Investment revenue	$3,022,000	1.5
Total Revenues	**$204,354,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as DCC procures and manages defence construction, and national defence is federal jurisdiction. Alberta Infrastructure delivers provincial capital works, but there is only a loose public-works parallel. Replicating DCC's federal mandate would require Alberta to expand the authority and responsibilities of Alberta Infrastructure or stand up a new national defence department and agency with associated authority. This is conditional on an independent Alberta pursuing armed forces.

DEFENCE RESEARCH AND DEVELOPMENT CANADA

Defence Research and Development Canada (DRDC) is the science, technology and innovation organization of the Department of National Defence. It develops and delivers technical solutions, knowledge and advice to DND, the Canadian Armed Forces, other federal departments and the public-safety and national-security community and exercises functional authority to ensure coherence of defence and security science and technology investments. It operates roughly seven research centres across Canada. DRDC has a research facility in Alberta, the Suffield Research Centre (source).

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no direct Alberta equivalent as DRDC engages in defence science and research, and national defence is federal jurisdiction. Alberta has some institutional capacity with dual-use[19] technology funded by Alberta Innovates, but its mandate is provincial economic diversification and commercialization, not military or defence research and development. Replicating DRDC's federal mandate would require Alberta to expand the authority and responsibilities of Alberta Innovates or stand up a new national defence department and research agency with associated authority. This is conditional on an independent Alberta pursuing armed forces.

[19] Dual use is when a technology, software, good or service has both civilian (primary use) and defence, security or intelligence use cases.

INDEPENDENT REVIEW PANEL FOR DEFENCE ACQUISITION

The Independent Review Panel for Defence Acquisition (IDRPA) is an independent third-party review body for major military procurement. IRPDA is a core element of the Defence Procurement Strategy and an independent organization within the National Defence and Canadian Armed Forces portfolio. It challenges and helps validate the high-level mandatory requirements of major military procurement projects, providing arm's-length, third-party advice directly to the Minister of National Defence (and the Deputy Minister) before the Minister or Treasury Board is asked to approve these projects. It is supported by a staff office within DND/CAF.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence and Canadian Armed Forces portfolio.

Alberta Equivalent

There is no Alberta equivalent as defence procurement is federal jurisdiction. Procurement in Alberta is primarily managed by Service Alberta and Red Tape Reduction, which runs the government's central and common procurement functions, but this is only a loose match for general public procurement. Replicating IDPRA's federal mandate would require Alberta to expand the authority and responsibilities of Service Alberta and Red Tape Reduction or stand up a new national defence department and agency with associated authority. This is conditional on an independent Alberta pursuing armed forces.

MILITARY GRIEVANCES EXTERNAL REVIEW COMMITTEE

The Military Grievances External Review Committee (MGERC) is an independent administrative tribunal reviewing military grievances that reports to Parliament through the Minister of National Defence. Under section 29 of the National Defence Act, MGERC provides an independent, external review of military grievances referred to it and submits its non-binding findings and recommendations to the Chief of the Defence Staff (the final decision-maker) and to the Canadian Armed Forces (CAF) member who submitted the grievance. Its purpose is to strengthen confidence in, and the fairness of, the CAF grievance process.

MGERC Summary

National 2024–2025 Spending: $8,403,193	• Independent review of military grievances: $5,859,315 • Internal services: $2,543,878
Full-Time Equivalent Staff: 51	• Independent review of military grievances: 37 • Internal services: 14
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $8,414,821 • 2027–2028: $9,301,822 • 2028–2029: $7,878,586
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Independent review of military grievances	$5,859,315	69.7
Internal services	$2,543,878	30.3
Total Expenditures	**$8,403,193**	**100**

Alberta Equivalent

There is no Alberta equivalent as military grievance review is federal jurisdiction. Replicating MGERC's federal mandate would require Alberta to stand up a new administrative tribunal within its judiciary system or associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

MILITARY JUDGES COMPENSATION COMMITTEE

The Military Judges Compensation Committee (MJCC) is an independent committee reviewing military judges' compensation. The Military Judges Compensation Committee is an independent body that inquires into and makes recommendations on the adequacy of the remuneration and benefits of military judges, at set intervals, to preserve judicial independence within the military justice system. Its recommendations go to the Minister of National Defence and are tabled in Parliament.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no Alberta equivalent; military justice — including military judges and their compensation — is exclusively federal jurisdiction. Alberta's closest counterpart is provincial-judge compensation that is handled by the separate Alberta Judicial Compensation Commission. Replicating MJCC's federal mandate would require Alberta to stand up a new court within its judiciary system or associated with a new department of defence and expand the authority of the Alberta Judicial Compensation Commission or stand up a new compensation commission within a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

MILITARY POLICE COMPLAINTS COMMISSION OF CANADA

The Military Police Complaints Commission of Canada (MPCC) is an independent federal oversight body for military policy under the National Defence Act. MPCC is part of the Defence portfolio for reporting purposes. It reviews and investigates complaints about the conduct of military police and investigates allegations of improper interference in military police investigations, reporting its findings and making recommendations to military police and National Defence leadership.

MPCC Summary

National 2024–2025 Spending: $5,776,668	• Independent oversight of the Military Police: $3,449,928 • Internal services: $2,326,740
Full-Time Equivalent Staff: 30	• Independent oversight of the Military Police: 14 • Internal services: 16
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $6,242,645 • 2027–2028: $6,200,945 • 2028–2029: $6,200,945
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Complaints resolution	$3,449,928	59.7
Internal services	$2,326,740	40.3
Total Expenditures	**$5,776,668**	**100**

Alberta Equivalent

There is no Alberta equivalent as military policing is federal jurisdiction. There is a loose thematic match with Alberta's Serious Incident Response Team (ASIRT), which handles serious civilian-police incidents, but this is only a thematic policing-oversight parallel. Replicating MPCC's federal mandate would require Alberta to stand up a new military policing arm and oversight commission associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

NATIONAL DEFENCE AND CANADIAN ARMED FORCES OMBUDSMAN

The Office of the Ombudsman for the Department of National Defence and the Canadian Armed Forces is an independent ombudsman office for the Defence community. It provides information and referral, investigates complaints and acts as a neutral third party on matters related to DND and the Canadian Armed Forces. It operates independently of the chain of command and departmental management, and the Ombudsman reports directly to the Minister of National Defence.

National Defence and Canadian Armed Forces Ombudsman Summary

National 2024–2025 Spending: $8,169,873	• Expenses: $8,169,873
Full-Time Equivalent Staff: 69	• Employees: 69
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $1,293,436,573 • 2027–2028: $954,593,196 • 2028–2029: $808,609,233
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries	$7,236,198	88.6
Professional and special services	$473,257	5.8
Telecommunications and IT connections	$140,719	1.7
Travel and transportation	$68,561	0.8
Communications and public outreach	$68,176	0.8
Training and professional dues	$55,538	0.7
Minor capital and asset-pooled item	$49,855	0.6
Supplies/furniture	$38,546	0.5
Network maintenance and support	$21,276	0.3
Acquisition and rental of office equipment	$16,141	0.2
Mail and courier services	$1,606	0.0
Total Expenditures	**$8,169,873**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as the DND/CAF Ombuds is federal and military-specific. There is a loose thematic overlap with the Alberta Ombuds for general provincial administrative fairness. Replicating the DNC/CAF Ombuds would require Alberta to expand the authority of the Alberta Ombuds or stand up a new armed forces department and departmental agency. This would be conditional on an independent Alberta pursuing armed forces.

OFFICE OF THE CHIEF MILITARY JUDGE

The Office of the Chief Military Judge (OCMJ) is an independent, arm's-length organization within National Defence and the Canadian Armed Forces. Its role is to provide military judges to preside at courts martial and perform other judicial duties under the National Defence Act, and to administer the convening of courts martial, the appointment of General Court Martial panel members (through the Court Martial Administrator), and the provision of court-reporting and transcription services. The Chief Military Judge assigns military judges and is responsible for safeguarding their judicial independence.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence and the Canadian Armed Forces.

Alberta Equivalent

There is no provincial equivalent as the OCMJ is the federal armed forces judiciary and national defence activities are solely federal jurisdiction. Replicating OCMJ's federal mandate would require Alberta to stand up a new court within its judiciary system or associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

ROYAL MILITARY COLLEGE OF CANADA

The Royal Military College of Canada (RMC) is the military academy and degree-granting university of the Canadian Armed Forces. The Royal Military College of Canada is located on Point Frederick in Kingston, Ontario; it has degree-granting powers under Ontario's Royal Military College of Canada Degrees Act. It trains officer cadets on four pillars — academics, military training and officership, physical fitness and bilingualism — and offers undergraduate and graduate programs. It operates under the Department of National Defence and the National Defence Act; cadets entering through the Regular Officer Training Plan typically incur about five years of obligatory service after graduation and commissioning.

There is no separate budget information for this entity. Its budget is embedded within the Department of National Defence.

Alberta Equivalent

There is no direct Alberta equivalent. RMC is a federal degree-granting military college. Alberta has provincial universities under Advanced Education but no military academy equivalent. Replicating RMC's federal mandate would require Alberta to stand up a new military college within Advanced Education or associated with a new department of defence. This is conditional on an independent Alberta pursuing formation of armed forces.

NATURAL RESOURCES CANADA (NRCAN)

NRCan is the federal department for natural resources and energy. It is responsible for federal matters relating to natural resources; energy; minerals and metals; forests; earth sciences; and mapping/remote sensing; and devotes nearly half its budget to science carried out in research centres across the country. It is committed to improving the quality of life of Canadians by ensuring the country's abundant natural resources are developed sustainably, competitively and inclusively. It reports to Parliament through the Minister of Energy and Natural Resources. The Minister's core powers derive from statutes including the Department of Natural Resources Act; the Resources and Technical Surveys Act; the Forestry Act; and the Energy Efficiency Act. NRCan leads the Natural Resources portfolio which includes Atomic Energy of Canada Limited; the Canada Energy Regulator; the Canadian Nuclear Safety Commission; offshore regulators; the Northern Pipeline Agency; the Permanent Engineering Board; and the Sustainable Jobs Partnership Council.

NRCan Summary

National 2024–2025 Spending: $4,419,629,197	• Natural resource science and risk mitigation: $616,951,605 • Innovative and sustainable natural resources development: $2,292,187,099 • Globally competitive natural resource sectors: $1,272,759,815 • Internal services: $237,730,678
Full-Time Equivalent Staff: 5,887	• Natural resource science and risk mitigation: 1,527 • Innovative and sustainable natural resources development: 2,342 • Globally competitive natural resource sectors: 640 • Internal services: 1,378
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,878,808,102 • 2027–2028: $4,330,871,150 • 2028–2029: $3,679,912,696
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Energy efficiency	$1,194,107,950	27.0
Statutory offshore payments	$987,269,303	22.3
Electricity resources	$443,306,303	10.0
Energy innovation and clean technology (EICT)	$291,495,994	6.6
Lower carbon transportation	$233,113,695	5.3
Forest climate change	$228,259,223	5.2
Forest sector competitiveness	$136,876,968	3.1
Wildfire risk management	$100,757,984	2.3
Provision of federal leadership in the minerals and metals sector	$62,376,310	1.4
Core geospatial data	$59,238,325	1.3
Geoscience for sustainable development of natural resources	$56,730,099	1.3
Indigenous reconciliation and regulatory coordination	$51,920,592	1.2
Management and oversight services	$50,884,825	1.2

Program	Total Canada Spending	Share of Total Spending (%)
Information technology services	$45,539,781	1.0
Pest risk management	$39,504,090	0.9
Human resources management services	$38,435,920	0.9
Geological knowledge for Canada's onshore and offshore land	$35,314,387	0.8
Energy and climate change policy	$35,154,653	0.8
Real property management services	$34,223,442	0.8
Green Mining Innovation	$27,583,866	0.6
Integrated landscape dynamics	$26,228,767	0.6
Financial management services	$21,543,604	0.5
Communications services	$21,473,435	0.5
Polar Continental Shelf Program	$21,388,730	0.5
Geoscience to Keep Canada Safe	$20,710,398	0.5
Clean and conventional fuels	$18,927,753	0.4
Climate change adaptation	$18,243,866	0.4
Innovative forestry solutions	$17,716,052	0.4
Canada Lands Survey System	$15,708,643	0.4
Youth employment and skills strategy — Science and Technology Internship Program — Green Jobs	$15,388,889	0.3
Innovative geospatial solutions	$15,327,540	0.3
Explosives safety and security	$11,562,761	0.3
Information management services	$10,540,797	0.2
Cumulative effects	$8,152,277	0.2
Canadian Geodetic Survey: Spatially Enabling Canada	$7,409,317	0.2
Acquisition management services	$6,830,421	0.2
Legal services	$5,722,029	0.1
Materiel management services	$2,536,424	0.1
Canada-U.S. International Boundary Treaty	$2,123,781	0.0
Total Expenditures	**$4,419,629,197**	**100**

Alberta Equivalent

NRCan spans energy, minerals, forests and earth sciences federally. Alberta splits these across Energy and Minerals and Forestry and Parks; there is no single equivalent Alberta department. Because no single provincial entity possesses the same scope as Natural Resources Canada, replicating its federal mandate would require Alberta to expand and integrate several ministries and agencies or assign new responsibilities to existing ministries. Relevant provincial ministries and agencies are the Ministry of Energy and Minerals, the Ministry of Forestry and Parks, the Ministry of Environment and Protected Areas, the Alberta Energy Regulator and research bodies like Alberta Innovates.

The federal Minister of Natural Resources holds legislative responsibilities spanning more than 30 Acts of Parliament. The department's core powers, duties, and functions are primarily established under the Department of Natural Resources Act, the Resources and Technical Surveys Act, the Forestry Act, the Energy Efficiency Act and the Extractive Sector Transparency Measures Act. Furthermore, the department operates extensively within areas of shared jurisdiction with the provinces such as environmental protection, public safety, economic development, science and technology and Indigenous consultation.

NRCAN AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under NRCan listed in the public accounts include: Atomic Energy of Canada Limited; the Canadian Energy Regulator; the Canadian Nuclear Safety Commission; and the Northern Pipeline Agency.

Special operating entities under the NRCan portfolio not included in the public accounts are the Canada–Newfoundland and Labrador Offshore Energy Regulator; the Canada–Nova Scotia Offshore Energy Regulator; the Permanent Engineering Board; and the Sustainable Jobs Partnership Council.

ATOMIC ENERGY OF CANADA LIMITED

Atomic Energy of Canada Limited (AECL) is a federal Crown corporation responsible for managing Canada's radioactive waste and decommissioning obligations and for providing nuclear expertise in support of federal responsibilities. It oversees the long-term management and operation of the Canadian Nuclear Laboratories.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Nuclear decommissioning and radioactive waste management	$1,069,606,513	74.6
Nuclear laboratories	$363,993,487	25.4
Total Expenditures	**$1,433,600,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. AECL is a federal nuclear science/technology Crown corporation. Alberta has no nuclear Crown corporation; any link is only to energy-policy machinery via Alberta Energy and Minerals and the Alberta Energy Regulator, so the mapping is weak. Any inclusion of this functionality in an independent Alberta would require Alberta to expand existing ministries and agencies to account for the new responsibilities or stand up a new department or agency.

CANADA ENERGY REGULATOR

The Canada Energy Regulator (CER) regulates the construction, operation and abandonment of interprovincial and international pipelines, power lines and certain energy projects, and oversees the import and export of oil, gas and electricity. It makes decisions, orders and recommendations on these matters, sets and oversees tolls and tariffs, and is mandated to carry out its functions in a manner that respects the rights of Indigenous peoples. CER factors economic, environmental and social considerations into its decisions. It operates under the Natural Resources portfolio.

CER Summary

National 2024–2025 Spending: $130,962,833	• Energy adjudication: $28,840,434 • Safety and environment oversight: $32,187,203 • Engagement: $9,829,606 • Energy information: $9,097,121 • Internal services: $51,008,469
Full-Time Equivalent Staff: 580.2	• Energy adjudication: 117.6 • Safety and environment oversight: 140.3 • Engagement: 47.3 • Energy information: 44.5 • Internal services: 230.5
Source: 2024–25 Departmental results report	

Planned Spending: On core responsibilities and internal services	• 2026–2027: $119,372,758 • 2027–2028: $113,346,105 • 2028–2029: $94,559,962
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$51,008,469	38.9
Infrastructure, tolls and export applications	$28,840,434	22.0
Company performance	$17,622,086	13.5
Energy and pipeline information	$8,216,829	6.3
Industry performance	$6,874,129	5.2
Regulatory framework	$5,997,311	4.6
Indigenous engagement	$5,741,089	4.4
Stakeholder engagement	$4,088,518	3.1
Emergency management	$1,693,676	1.3
Pipeline information	$880,292	0.7
Total Expenditures	**$130,962,833.38**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Regulatory revenues	$136,823,000	100.0
Miscellaneous revenues	$88,000	0.0
Revenues earned on behalf of government	–$136,911,000	–100.0
Total Expenditures	**$–**	**0**

Alberta Equivalent

The Canada Energy Regulator functions strictly as an independent regulatory body. Because it recovers 99% of its operating costs directly from the sector, its spending represents a cost pass-through to industry rather than an additional expense the province would have to cover. Alberta equivalents are the Alberta Energy Regulator (for energy resource development) and Alberta Utilities Commission (for utilities/transmission). These are only intraprovincial equivalents split across the AER (oil/gas/resource) and the AUC (utilities/transmission); two provincial bodies cover the CER's functional space, and managing imports and exports and international infrastructure in a separate Alberta would require additional functionality.

The Alberta Energy Regulator (AER) serves as the direct provincial-level equivalent to the CER as the responsible authority for regulating energy infrastructure, including pipelines; wells; geothermal facilities (heat or power); gas or oil processing plants and facilities; in situ projects; bitumen upgraders; oil sands mines; and coal mines in the province. In the 2024/25 fiscal year, the regulator had expenses of approximately $398 million. The Alberta Utilities Commission is Alberta's independent, quasi-judicial regulator of the province's investor-owned electric, natural gas, and water utilities. Core functions are rate regulation (approving the rates, tariffs, and terms of service for regulated utilities); facility approvals (applications to build and operate electric generation, transmission lines, substations, and certain natural gas facilities); market oversight (monitoring and regulating aspects of Alberta's electricity and retail energy markets); and administering rules around retail energy contracts and marketing, and utility service quality.

Given Alberta's existing institutional capacity, an independent Alberta is unlikely to need to fully replicate the functionality of the Canada Energy Regulator, though it may need to expand the responsibilities and authorities of the AER, AUC and relevant ministries (Affordability and Utilities, Energy and Minerals, Environment and Protected Areas).

CANADA-NEWFOUNDLAND AND LABRADOR OFFSHORE ENERGY REGULATOR

The Canada-Newfoundland and Labrador Offshore Energy Regulator is one of two joint federal-provincial offshore energy regulators. It regulates offshore petroleum and offshore renewable-energy activity in the Newfoundland and Labrador offshore area. Jointly established by the federal government and the province under mirror Atlantic Accord Implementation legislation, it oversees safety, environmental protection, resource management, and industrial benefits for offshore projects.

Canada-Newfoundland and Labrador Offshore Energy Regulator Summary

National 2024–2025 Spending: $25,384,096	• Expenses: $25,384,096
Full-Time Equivalent Staff: 105	• Permanent staff: 105
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Operations	$2,379,868	9.4
Regulatory coordination, planning and innovation	$594,074	2.3
Resource management	$2,952,853	11.6
Safety	$3,015,764	11.9
Total Expenditures	**$25,384,096**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Operating grants	$27,239,990	97.1
Interest and other	$820,934	2.9
Total Revenues	**$28,060,924**	**100**

CANADA-NOVA SCOTIA OFFSHORE ENERGY REGULATOR

The Canada-Nova Scotia Offshore Energy Regulator is one of two joint federal-provincial offshore energy regulators. It regulates offshore petroleum and offshore renewable-energy activity in the Nova Scotia offshore area. Jointly established by the federal government and the province under mirror Atlantic Accord Implementation legislation, it oversees safety, environmental protection, resource management, and industrial benefits for offshore projects.

Canada-Nova Scotia Offshore Energy Regulator Summary

National 2024–2025 Spending: $5,894,216	• Expenses: $5,894,216
Full-Time Equivalent Staff: 24	• Permanent staff: 24
Source: 2024–25 Annual report	

2024-25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Personnel and Board members	$4,017,554	68.2
General and office support	$729,923	12.4
Office and laboratory premise costs	$380,932	6.5
Consulting and legal	$494,705	8.4
Supplementary employee retirement plan cost	$246,651	4.2
Post-retirement health and retiring allowance cost	$24,451	0.4
Total Expenditures	**$5,894,216**	**100**

2024-25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Government grants	$5,912,000	97.9
Interest and others	$128,612	2.1
Total Revenues	**$6,040,612**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. Offshore energy regulation is specific to Atlantic coastal jurisdictions under federal-provincial Accords; Alberta is landlocked and has no offshore area. The closest functional analogue in role (an energy-resource regulator) is the Alberta Energy Regulator, but for onshore oil and gas. An independent Alberta would not need to replicate the Board's federal mandate, representing a cost savings.

CANADIAN NUCLEAR SAFETY COMMISSION

The Canadian Nuclear Safety Commission (CNSC) was established in 1997 under the Nuclear Safety and Control Act. It regulates the development, production and use of nuclear energy in Canada to protect the health, safety, security of persons and the environment. It regulates the production, possession, use and transport of nuclear substances, and the production, possession and use of prescribed equipment and prescribed information. It implements measures respecting international control of the development, production, transport and use of nuclear energy and substances, including measures respecting the non-proliferation of nuclear weapons and nuclear explosive devices.

CNSC Summary

National 2024–2025 Spending: $202,442,088	• Nuclear regulation: $138,650,886 • Internal services: $63,791,202
Full-Time Equivalent Staff: 1,015	• Nuclear regulation: 694 • Internal services: 321
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $207,287,306 • 2027–2028: $210,080,656 • 2028–2029: $207,403,407
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$63,791,202	31.5
Nuclear Reactors Program	$59,824,250	29.6
Scientific, Regulatory and Public Information Program	$37,237,248	18.4
Nuclear Fuel Cycle Program	$17,939,762	8.9
Nuclear Substances and Prescribed Equipment Program	$16,699,263	8.2
Nuclear Non-Proliferation Program	$6,950,362	3.4
Total Expenditures	**$202,442,088**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
License fees	$142,279,000	97.0
Special projects	$4,205,000	2.9
Other	$171,000	0.1
Total Revenues	**$146,655,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, as nuclear safety and regulation is exclusively federal jurisdiction. The Alberta Energy Regulator regulates energy resources but not nuclear. Any inclusion of this functionality in an independent Alberta would require Alberta to expand the responsibilities of existing ministries and agencies (Alberta Energy and Minerals, Alberta Energy Regulator, Alberta Utilities Commission) to account for the new responsibilities or stand up a new department or agency.

NORTHERN PIPELINE AGENCY

The Northern Pipeline Agency (NPA), established under the Northern Pipeline Act (which gave effect to the 1977 Canada–United States pipeline treaty), is an independent federal agency within the Natural Resources Canada portfolio. It is the single-window federal regulator overseeing the Canadian portion of the Alaska Highway Gas Pipeline (AHGP, built by Foothills Pipe Lines). The AHGP is a pipeline system for transporting natural gas from Alaska — through Yukon, B.C., Alberta and Saskatchewan — to the lower 48 states. Its costs are fully recovered from Foothills, and it reports to the Minister as required.

NPA Summary

National 2024–2025 Spending: $400,246	• Oversees and regulates the planning and construction of the Canadian portion of the Alaska Highway Natural Gas Pipeline Project: $400,246 • Internal services: $0
Full-Time Equivalent Staff: 1	• Oversees and regulates the planning and construction of the Canadian portion of the Alaska Highway Natural Gas Pipeline Project: 1 • Internal services: 0
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $569,520 • 2027–2028: $569,520 • 2028–2029: $569,520
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Oversees and regulates the planning and construction of the Canadian portion of the Alaska Highway Natural Gas Pipeline Project	$400,246	100
Total Expenditures	**$400,246**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, as NPA is a federal cross-border pipeline agency. The closest Alberta equivalent is the Alberta Energy Regulator, which regulates intraprovincial pipelines. Managing this additional functionality in a separate Alberta would require expanding the responsibilities of the AER or standing up a new agency to manage the Alberta portion of the NPA, in addition to a new agreement with Canada and the United States over the NPA's management. Alternatively, an independent Alberta could negotiate with Canada for the NPA to maintain its regulation of the pipeline on behalf of Alberta.

PERMANENT ENGINEERING BOARD

The Permanent Engineering Board is the binational advisory board established under the Columbia River Treaty. It monitors and reports on the results achieved under the Treaty, assists in reconciling differences concerning technical or operational matters, and reports to the two federal governments. It comprises members appointed by Canada and the United States. There is no separate budget information for this entity.

Alberta Equivalent

There is no Alberta equivalent as the Permanent Engineering Board is a Canada-US treaty body concerning the Columbia River (a British Columbia basin). It is binational and outside Alberta's geography and jurisdiction. An independent Alberta would not need to duplicate the Board's federal mandate.

SUSTAINABLE JOBS PARTNERSHIP COUNCIL

The Sustainable Jobs Partnership Council is an advisory body established under the Canadian Sustainable Jobs Act. Its purpose is to advise the Government of Canada on measures supporting workers and communities through the transition to a low-carbon economy. It brings together labour, industry, Indigenous, and other perspectives to provide independent advice and help shape sustainable-jobs action plans. The Council does not have an independent budget.

Alberta Equivalent

There is no direct Alberta equivalent, though there is some overlap with labour and skills policy within Jobs, Economy, Trade and Immigration and energy-transition policy within Energy and Minerals. Alberta has no standing council on low-carbon jobs transition. Replicating the Council's federal mandate would require Alberta to expand the responsibilities of Jobs, Economy, Trade and Immigration or Energy and Minerals. Alternatively, an independent Alberta may choose to forgo this additional functionality.

PARLIAMENT OF CANADA

The Parliament of Canada is Canada's federal legislature — an institution rather than a department or agency. Under the Constitution Act, 1867, Parliament consists of three parts: the Governor General, the Senate (105 appointed senators), and the House of Commons (343 elected members). It is the federal institution with the power to make laws, raise taxes and authorize government spending. To become law, a bill must be adopted by both chambers in identical form and receive royal assent; bills involving the spending of public funds or the imposing of taxes must originate in the House of Commons, which by convention is the dominant chamber.

Under the public accounts, Parliament includes the following organisations: the House of Commons; the Library of Parliament; the Office of the Conflict of Interest and Ethics Commissioner; the Office of the Parliamentary Budget Officer; the Office of the Senate Ethics Officer; the Parliamentary Protective Service; and the Senate.

Officers and Agencies of Parliament not included in the public accounts are the Office of the Auditor General and the Offices of the Information and Privacy Commissioners.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
House of Commons	$740,392,000	79.3%
Senate	$163,563,685	17.5%
Governor General	$29,630,609	3.2%
Total Expenditures	**$933,586,294**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though the provincial analogue is the Legislative Assembly of Alberta (with the Speaker and Legislative Assembly Office) and the Lieutenant Governor. Replicating Parliament's federal mandate and functionality would require Alberta to expand democratic institutions. Alternatively, an independent Alberta may choose to keep a unicameral government structure within a Westminster system or change to a different structure entirely (e.g., a republic).

GOVERNOR GENERAL AND OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL

The Governor General is the Crown's representative in Canada (an office, not a department). The Office of the Secretary of the Governor General supports the Governor General in fulfilling their constitutional, state and ceremonial responsibilities (source). The Governor General carries out the constitutional and ceremonial duties of the Crown in Canada — such as summoning, proroguing, and dissolving Parliament; granting royal assent; swearing in the government; appointing certain officials; serving as commander-in-chief; and conferring honours. The office is provided for by the Constitution Act, 1867 and the Letters Patent, 1947; the Governor General is appointed by the King on the Prime Minister's recommendation and usually serves about five years.

There is no future planned spending information available.

Governor General Summary

National 2024–2025 Spending: $29,630,609	• Operations: $29,630,609
Full-Time Equivalent Staff: 172	• Employees: 172
Source: **2024–25 Annual report**; **Population of the federal public service by department or agency**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Governor General support	$20,838,602	70.3
Internal services	$8,792,007	29.7
Total Expenditures	**$29,630,609**	**100**

Alberta Equivalent

There is no direct equivalent as the Governor General is the federal vice-regal office. However, the provincial equivalent is the Lieutenant Governor of Alberta (Office of the Lieutenant Governor) in some functional ways. The Lieutenant Governor and the Governor General occupy the same constitutional role at different levels — the Governor General represents the Crown federally; the Lieutenant Governor represents the Crown provincially — but they are not simply scaled versions of each other. The Governor General is the direct representative of the King (Charles III) at the federal level. A Lieutenant Governor represents the King at the provincial level, but historically and legally represents the Crown rather than being a personal representative of the monarch. The Governor General is appointed by the King on the advice of the Prime Minister. Lieutenant Governors are appointed by the Governor General-in-Council — that is, by the federal government (the Governor General acting on the advice of the Prime Minister), not by the province or the Premier. Replicating the Governor General's federal mandate would require Alberta to expand the Office of the Lieutenant Governor and negotiate with King Charles III and the United Kingdom over maintaining its status as a Commonwealth nation. This is conditional on an independent Alberta choosing to continue as a constitutional monarchy within the Commonwealth.

HOUSE OF COMMONS

The House of Commons is the elected lower house of the Parliament of Canada. The House of Commons is the elected chamber of Canada's Parliament, where Members of Parliament (MPs) — each representing a constituency and elected by first-past-the-post — introduce, debate, and vote on legislation, scrutinize the government, and control public spending. The government of the day is formed by the party (or coalition) commanding the confidence of the House, and most legislation, including all money bills, originates here. As an institution it also encompasses the administrative body (the House of Commons Administration) that supports MPs and the functioning of the chamber, overseen by the Speaker and the Board of Internal Economy.

The House of Commons has 343 constituencies in the Chamber and 1,864 permanent full-time equivalent staff that report to the Clerk.

House of Commons Summary

National 2024–2025 Spending: $740,392,000	• Net costs of operation: $740,392,000
Full-Time Equivalent Staff: 1,864	• Staff: 1,864
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2025-2026: $656,529,409 • 2026-2027: $669,014,684
Source: 2026-27 Government Expenditure Plan and Main Estimates	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Members and House Officers program	$359,259,000	48.5
House Administration program	$266,800,000	36.0
Services received without charge	$114,333,000	15.4
Total Expenditures	$740,392,000	100

Alberta Equivalent

The direct institutional equivalent is Alberta's Legislative Assembly. The province's single elected house performs the same law-making, government-accountability, and supply functions at the provincial level with the Legislative Assembly Office as its administrative arm. Given existing institutional capacity, an independent Alberta would not need to replicate the functionality of the House of Commons, except if it changed its governance structure.

LIBRARY OF PARLIAMENT

The Library of Parliament is the main information and research resource serving Canada's Parliament — the Senate, the House of Commons and individual parliamentarians and their staff. Its core purpose is to provide non-partisan, confidential information and analysis so that legislators can do their work: understanding bills, scrutinizing government and informing debate. The Library is headed by the Parliamentary Librarian and it reports jointly to both the Speaker of the Senate and the Speaker of the House of Commons, reflecting that it serves both chambers rather than the government of the day. It is governed under the Parliament of Canada Act and operates as a non-partisan entity of Parliament itself.

There is no separate budget information for this entity. Its budget is embedded within Canada's Parliament.

Alberta Equivalent

There is a rough Alberta analogue in the Legislative Assembly Office (LAO) and Legislature Library serving the Alberta Legislature. The Alberta Legislature Library provides information and research services to members of the Legislative Assembly, their staff, and the Legislative Assembly Office, and may extend limited research support to the civil service and the public as resources allow. Its primary client group is the Lieutenant Governor and all MLAs. Like the federal Library, it is explicitly non-partisan. The Alberta library is a branch of the Legislative Assembly Office and falls under the administrative direction of the Clerk. Replicating the Library of Parliament's federal mandate would require Alberta to expand the authority of the Alberta Legislature Library. Alternatively, an independent Alberta may choose to continue with the current structure.

PRIME MINISTER OF CANADA/PRIME MINISTER'S OFFICE

The Prime Minister is the head of Canada's federal government — an office, not a department. Under the Westminster system, the Prime Minister governs with the confidence of the House of Commons and is typically a member of Parliament leading the largest party; appointed by the Governor General, the office exists by long-established convention. The Prime Minister selects ministers to form the cabinet, recommends senior governor-in-council appointments (including ministers, deputy ministers, senators, judges and the Governor General), and sets the machinery and organization of government. The Prime Minister is supported by the Privy Council Office (the public service) and the Prime Minister's Office (political staff).

There is no separate budget information for this entity. Its budget is embedded within the Privy Council Office.

Alberta Equivalent

There is no direct Alberta equivalent, though the provincial analogue is the Premier of Alberta and the Office of the Premier of Alberta. As premiers have different responsibilities from the Prime Minister, replicating the Prime Minister's federal mandate and responsibilities would require Alberta to expand the role of the Premier. Given existing institutional capacity and functionality, an independent Alberta is unlikely to need to fully replicate the PMO's federal mandate.

SENATE

The Senate is the upper house of Canada's Parliament, and its central purpose is to review, revise and either approve or reject legislation passed by the elected House of Commons, providing a deliberative check before bills become law. The Senate has 105 seats, distributed on a regional basis designed to give less populous regions more weight than they have in the Commons. Senators are not elected; they are appointed by the Governor General on the advice of the Prime Minister. The Senate's legislative powers are nearly equal to the House of Commons; with a few exceptions, a bill must pass both chambers in identical form to become law, so the Senate can amend or defeat legislation. By convention the Senate defers to the elected House on major matters and rarely stops government bills outright, and bills for taxation and spending must originate in the Commons, not the Senate. The Senate also studies legislation in detail through its committees and conducts influential policy investigations. Information on the number of Senate staff is not available.

Senate Summary

National 2024–2025 Spending: $163,563,685	• Total expenses: $163,563,685
Source: 2024-25 Financial Statements	
Planned Spending: On core responsibilities and internal services	• 2025-2026: $139,258,436 • 2026-2027: $141,409,806
Source: 2026-27 Government Expenditure Plan and Main Estimates	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and benefits	$104,411,458	63.8
Transportation and communications	$9,700,629	5.9
Professional services, hospitality and meals	$3,891,278	2.4
Rentals and licenses	$2,393,373	1.5
Information and publications	$1,660,992	1.0
Repairs and maintenance	$1,535,108	0.9
Materials and supplies	$641,581	0.4
Machinery and equipment	$944,884	0.6
Contribution to external organizations	$566,625	0.3
Miscellaneous	$81,293	0.0
Other expenses	$37,736,464	23.1
Total Expenditures	**$163,563,685**	**100**

Alberta Equivalent

There is no Alberta equivalent as all provinces are unicameral. Replicating the Senate's federal mandate would require Alberta to expand democratic institutions. Alternatively, an independent Alberta may choose to keep a unicameral government structure within a Westminster system or change to a different structure entirely (e.g., a republic).

OFFICERS AND AGENCIES OF PARLIAMENT

Canada's Parliament is supported by a network of independent offices and agencies including the Office of the Auditor General of Canada (OAG), the Commissioner of Lobbying,[20] the Conflict of Interest and Ethics Commissioner, and the Offices of the Information and Privacy Commissioners (OIC). Collectively, they serve as independent Agents or Officers of Parliament to ensure democratic accountability. Financial and operational transparency is maintained by the OAG, which conducts independent financial and performance audits of the federal government alongside special examinations of Crown corporations and sustainable development monitoring. Political integrity and ethical standards are overseen by dedicated commissioners; the Commissioner of Lobbying administers the Lobbying Act and code to maintain a transparent, public registry of federal lobbying activities, while the Conflict of Interest and Ethics Commissioner provides confidential advice, reviews disclosures and investigates potential contraventions for public office holders and members of the House of Commons. Finally, public transparency and access rights are protected by the OIC, which can investigate complaints regarding how federal institutions handle access-to-information requests under the Access to Information Act.

2024–25 Program Spending

Funding Category and Agency	Total Canada Spending	Share of Total Spending (%)
Office of the Auditor General of Canada	$132,403,257	65.5
Office of the Commissioner of Lobbying of Canada	$6,090,127	3.0
Office of the Conflict of Interest and Ethics Commissioner of Canada	$8,532,829	4.2
Offices of the Information and Privacy Commissioners of Canada	$55,017,130	27.2
Total Expenditures	**$202,043,340**	**100**

Alberta Equivalent

Alberta already possesses provincial counterparts that mirror these parliamentary officers. The Auditor General of Alberta serves as the designated legislative auditor for every provincial ministry, department, regulated fund, and most provincial agencies. Political integrity, transparency, and transparency rules are managed by the Ethics Commissioner, an independent Officer of the Alberta Legislature who reports directly to the Legislative Assembly through the Speaker. This office also enforces the Alberta Lobbyists Act and its general regulations, which mandate public registration to balance free access to government with transparency regarding who is seeking to influence public policy. Finally, public access and transparency rights are governed by the Office of the Information and Privacy Commissioner of Alberta, which functions to advocate for the access and privacy rights of Albertans, ensure that public bodies, health custodians, and private sector organizations comply with provincial legislation, and provide fair, independent, and timely reviews of information access disputes. Given Alberta's existing institutional capacity, an independent Alberta is unlikely to fully replicate these functions though they may need to be expanded to reflect new responsibilities.

[20] Discussed under Treasury Board Agencies and Other Entities.

OFFICE OF THE AUDITOR GENERAL OF CANADA

The Office of the Auditor General of Canada (OAG) is the legislative audit office of the federal government and the three territories. It conducts independent financial audits, performance audits and special examinations of Crown corporations, along with sustainable development monitoring, providing objective information, advice and assurance to Parliament and territorial legislatures. The Auditor General is an Officer of Parliament who is independent of government and reports directly to Parliament. The Office of the Auditor General is listed in the public accounts under the Department of Finance

Auditor General Summary

National 2024–2025 Spending: $132,403,257	• Legislative auditing: $132,403,257
Full-Time Equivalent Staff: 752	• Legislative auditing: 752
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 20256–2027: $136,428,682 • 2027–2028: $134,628,322 • 2028–2029: $134,637,191
Source: 2025–26 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Legislative Audit	$132,403,257	100
Total Expenditures	**$132,403,257**	**100**

Alberta Equivalent

Alberta has a direct functional equivalent, the Office of the Auditor General of Alberta, the independent legislative auditor of the provincial government. Given existing institutional capacity and functionality, an independent Alberta is unlikely to need to replicate the OAG's federal mandate.

OFFICE OF THE CONFLICT OF INTEREST AND ETHICS COMMISSIONER OF CANADA

The Conflict of Interest and Ethics Commissioner (OCIEC) is an independent Officer of Parliament responsible for helping appointed and elected officials prevent and avoid conflicts between their public duties and private interests. The Conflict of Interest and Ethics Commissioner administers the Conflict of Interest Act, which applies to public office holders, and the Conflict of Interest Code for members of the House of Commons. The Office gives confidential advice, reviews required confidential disclosures, maintains a public registry of summary information and investigates possible contraventions (called examinations under the act and inquiries under the code). The position was created under the Federal Accountability Act; the Commissioner is appointed for a seven-year term and is independent of government.

OCIEC Summary

National 2024–2025 Spending: $8,532,829	• Administration and interpretation of the *Conflict of Interest Act* and the *Conflict of Interest Code* for Members of the House of Commons: $5,887,2734 • Internal services: $2,645,555
Source: Infographic for Office of the Conflict of Interest and Ethics Commissioner	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Administration and interpretation of the Conflict of Interest Act and the Conflict of Interest Code for Members of the House of Commons	$5,887,274	69.0
Internal services	$2,645,555	31.0
Total Expenditures	**$8,532,829**	**100**

Alberta Equivalent

There is a strong functional match with the Office of the Ethics Commissioner of Alberta (OECA). OECA administers conflict-of-interest rules for public office holders, though it covers Alberta MLAs and officials under the provincial Conflicts of Interest Act. Given existing institutional capacity and functionality, an independent Alberta is unlikely to need to fully replicate the OCIEC's federal mandate though the OCIEC may need to expand to reflect a larger Alberta public service. Replicating the OCIEC's federal mandate would require Alberta to review the Alberta Conflicts of Interest Act against the federal Conflict of Interest Act and Conflict of Interest Code.

OFFICES OF THE INFORMATION AND PRIVACY COMMISSIONERS OF CANADA

The Office of the Information Commissioner of Canada ensures that the rights conferred by the Access to Information Act are respected, which ultimately enhances transparency and accountability across the federal government. The Office of the Privacy Commissioner of Canada oversees compliance with the Privacy Act, the Personal Information Protection and Electronic Documents Act (PIPEDA), Canada's private-sector privacy law and some aspects of Canada's anti-spam law (CASL).

The Office of the Information Commissioner (OIC) is an independent agency overseeing access to information. The Office of the Information Commissioner of Canada (OIC) is headed by the Information Commissioner, an agent of Parliament who investigates complaints about how federal institutions handle access-to-information requests made under the Access to Information Act. The Commissioner has order-making powers and reports to Parliament. Complaints relating to personal information under the Privacy Act fall instead to the Office of the Privacy Commissioner.

The Office of the Privacy Commissioner of Canada (OPC) is an independent agent of Parliament overseeing privacy law. It is led by the Privacy Commissioner, whose mandate is to oversee compliance with the Privacy Act (which governs the personal-information practices of federal government institutions) and the Personal Information Protection and Electronic Documents Act (PIPEDA, Canada's federal private-sector privacy law). The Commissioner investigates complaints, conducts audits and reviews, reviews privacy impact assessments and may take PIPEDA matters to the Federal Court, working independently to protect and promote the privacy rights of individuals.

Offices of the Information and Privacy Commissioners of Canada Summary

National 2024–2025 Spending: $55,017,130	• Protection of privacy rights: $26,905,427 • Access to information: $12,857,733 • Internal services: $15,253,969
Full-Time Equivalent Staff: 229	• Protection of privacy rights: 171 • Internal services: 58
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2025-2026: $55,531,104 • 2026-2027: $53,419,374 • 2027-2028: $52,535,682
Source: GC InfoBase	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Protection Program	$13,854,697	25.2
Promotion Program	$13,050,730	23.7
Compliance with access to information obligations	$12,857,733	23.4
Internal services — Office of the Privacy Commissioner	$9,944,73	18.1
Internal services — Office of the Information Commissioner	$5,309,236	9.7
Total Expenditures	**$55,017,130**	**100**

Alberta Equivalent

The Alberta equivalent is the Office of the Information and Privacy Commissioner (OPIC) of Alberta. There is a strong functional match on privacy oversight; in Alberta privacy and access-to-information are combined in one commissioner (the OIPC). Given Alberta's existing institutional capacity, an independent Alberta is unlikely to need to replicate this federal functionality though the OIPC may need to expand to reflect a larger Alberta public service.

OFFICE OF THE PARLIAMENTARY BUDGET OFFICER

The Parliamentary Budget Officer (PBO) is an independent Officer of Parliament that provides non-partisan, independent analysis of the federal government's finances, the economy, and the cost of government proposals so that parliamentarians and the public have a credible, arm's-length source of fiscal information separate from the government. Its core mandate is economic and fiscal analysis; costing proposals (proposed legislation, government policy measures, election platforms); responding to requests from parliamentarians and committees; and scrutiny of government spending plans (the Estimates). The mandate set out in the Parliament of Canada Act. The Parliamentary Budget Officer is appointed for a renewable term and reports to Parliament rather than to the government of the day.

There is no future planned spending information available.

PBO Summary

National 2024–2025 Spending: $7,340,029	• Economic and fiscal analysis: $7,340,029
Full-Time Equivalent Staff: 40	• Staff members: 40
Source: 2025 Financial Statements; Team	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$5,939,863	80.9
Accommodation	$290,574	4.0
Professional and special services	$395,351	5.4
Material, equipment and supplies	$227,499	3.1
Rentals	$273,545	3.7
Communications, travel and relocation	$68,338	0.9
Amortization of tangible capital assets	$30,006	0.4
Information	$114,853	1.6
Total Expenditures	**$7,340,029**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as there is no permanent, independent legislative officer dedicated to economic and fiscal forecasting and costing. The closest pieces are split across the Auditor General and Treasury Board and Finance. The Auditor General of Alberta provides independent scrutiny of government finances, but after the fact (auditing) rather than through forward-looking forecasting and proposal-costing. Fiscal and economic forecasting in Alberta is largely within Treasury Board and Finance, which is not independent from government. Replicating the PBO's federal mandate would require Alberta to expand the authority of the Auditor General or stand up a new agency.

OFFICE OF THE SENATE ETHICS OFFICER

The Senate Ethics Officer (SEO) is an independent official who administers and applies the ethics and conflict-of-interest rules that govern members of the Senate. The office exists to uphold the integrity of the Senate and public confidence in it, by ensuring senators meet their obligations to avoid conflicts between their private interests and their public duties. The Senate Ethics Officer is established under the Parliament of Canada Act. The officer is appointed by the governor-in-council after consultation with the leaders of the recognized parties and groups in the Senate, and the appointment is confirmed by resolution of the Senate. The officer works under the general direction of a Senate committee responsible for ethics matters but carries out inquiries independently, and enjoys the privileges and immunities needed to function at arm's length.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Program expenditures	$1,104,690	100
Total Expenditures	**$1,104,690**	**100**

Alberta Equivalent

There is no direct Alberta equivalent as Alberta has a unicameral legislature. The functional counterpart for legislators' ethics in Alberta is the Office of the Ethics Commissioner of Alberta, which administers the province's Conflicts of Interest Act for MLAs and senior officials. Replicating the Office of the Senate Ethics Officer's federal mandate would be conditional on Alberta expanding its democratic institutions.

PARLIAMENTARY PROTECTIVE SERVICE

The Parliamentary Protective Service (PPS) is the organization responsible for physical security throughout the Parliament of Canada — the buildings and grounds of Parliament Hill and the wider parliamentary precinct. Its job is to protect parliamentarians, staff and visitors and to secure the parliamentary estate against threats. The director of the PPS is a member of the RCMP, and the RCMP has operational responsibility, so the service blends dedicated parliamentary protective officers with RCMP leadership and involvement.

There is no separate budget information for this entity. Its budget is embedded within the Royal Canadian Mounted Police.

Alberta Equivalent

The functional counterpart of the PPS in Alberta is the security service that protects the Alberta Legislature Building and its grounds, which is provided through the Legislative Assembly Office — the Legislative Assembly sergeant-at-arms and security function — working together with Alberta Sheriffs (the provincial protective and enforcement service under Public Safety and Emergency Services), who provide security at the Legislature precinct. Alberta relies on its provincial sheriffs and Assembly security rather than a purpose-built, RCMP-led integrated service like the PPS. Replicating the PPS' federal mandate would require Alberta to expand the authority of Alberta Sheriffs or stand up a new security service. Alternatively, an independent Alberta may choose to continue with its existing security structure.

PRIVY COUNCIL OFFICE (PCO)

The PCO is a central agency and department of the public service that supports the Prime Minister and cabinet. Led by the Clerk of the Privy Council — who is head of the federal public service, secretary to the cabinet and deputy minister to the Prime Minister — PCO serves as secretariat to cabinet and its committees, provides non-partisan policy advice, coordinates the machinery of government, advises on senior governor-in-council appointments and helps ensure continuity of government between ministries. It is distinct from the partisan Prime Minister's Office and houses functions such as Intergovernmental Affairs (headed by a deputy minister) and national-security secretariats. Responsible ministers are the Prime Minister; the President of the King's Privy Council for Canada and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy; and the Leader of the Government in the House of Commons.

As part of its mandate, the PCO works to improve, strengthen and protect Canada's democratic institutions and electoral system. This work has included initiatives such as the Plan to Protect Canada's Democracy and responses to foreign interference.

Additionally, Impact Canada is a whole-of-government effort designed to help federal departments adopt outcomes-based approaches — such as challenge prizes and other innovative funding models — and to apply behavioural science to policy and program design.

Within the PCO, the Leader of the Government in the House of Commons is the Cabinet minister responsible for coordinating the Government's day-to-day business in the House of Commons and managing its overall legislative agenda, including planning the legislative program, scheduling House business and coordinating Government responses to written questions and petitions.

PCO's portfolio includes the Canadian Transportation Safety Board; Democratic Institutions (Elections Canada, the Federal Public Sector Labour Relations and Employment Board, Intergovernmental Affairs, the Leaders' Debate Commission, and the Secretariat of the National Security and Intelligence Committee of Parliamentarians); Impact Canada; Leader of the Government in the House of Commons; Office of the Intelligence Commissioner; the National Security and Intelligence Review Agency; and the Public Service Commission of Canada.

PCO Summary

National 2024–2025 Spending: $251,744,189	• Serve the Prime Minister and Cabinet: $138,737,441 • Internal services: $113,006,748
Full-Time Equivalent Staff: 1,333	• Serve the Prime Minister and Cabinet: 748 • Internal services: 585
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $252,265,293 • 2027–2028: $247,187,902 • 2028–2029: $239,747,370
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Internal services	$113,006,748	44.9
Planning and operation of Cabinet	$44,890,444	17.8
International affairs and national security	$22,454,736	8.9
Commissions of Inquiry	$19,339,031	7.7
Social and economic policy	$14,203,198	5.6
Senior personnel and public service renewal	$12,518,794	5.0
Legislative and parliamentary governance	$10,915,193	4.3
Intergovernmental affairs	$9,944,509	4.0
Results, delivery, impact and innovation	$4,471,536	1.8
Total Expenditures	**$251,744,189**	**100**

Alberta Equivalent

The Alberta equivalent is Executive Council of Alberta (and the Cabinet Office), though it does not have the same functionality (e.g., national security, transportation safety investigations). The Privy Council Office is the federal cabinet's central agency and includes a variety of entities outside of Alberta's jurisdiction. Alberta's equivalent central agency serving Cabinet is Executive Council. Whether there is additional cost associated with Executive Council in an independent Alberta would depend on the democratic structure. An independent Alberta may choose to assign the additional federal functionality to line departments rather than consolidate within Executive Council.

PCO AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Privy Council Office listed in the public accounts include the Canadian Transportation Accident Investigation and Safety Board (Canadian Transportation Safety Board); the National Security and Intelligence Review Agency Secretariat; the Office of the Intelligence Commissioner; and the Public Service Commission. Democratic Institutions listed in the public accounts are the Leaders' Debates Commission; the Office of the Chief Electoral Officer (Elections Canada); and the Secretariat of the National Security and Intelligence Committee of Parliamentarians (NSICOP).

There are several special operating entities within PCO not listed in the public accounts: Impact Canada; the Federal Public Sector Labour Relations and Employment Board; Intergovernmental Affairs; and Leader of the Government in the House of Commons.

CANADIAN TRANSPORTATION SAFETY BOARD

The Transportation Safety Board (TSB) — officially the Canadian Transportation Accident Investigation and Safety Board — is an independent agency investigating transportation occurrences to advance safety under the Canadian Transportation Accident Investigation and Safety Board Act. Its sole objective is to advance air, marine, pipeline, and rail transportation safety. It conducts independent investigations into selected aviation, marine, rail, and pipeline occurrences under federal jurisdiction to identify causes and contributing factors and safety deficiencies, and makes safety recommendations to reduce risks to people, property, and the environment. Its mandate does not include assigning fault or civil or criminal liability. It operates at arm's length from other departments and reports to Parliament through the President of the King's Privy Council for Canada.

TSB Summary

National 2024–2025 Spending: $42,977,085	• Independent safety investigations and communications of risks in the transportation: $29,947,826 • Internal services: $13,029,259
Full-Time Equivalent Staff: 233	• Independent safety investigations and communications of risks in the transportation: 179 • Internal services: 54
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $41,516,756 • 2027–2028: $41,178,308 • 2028–2029: $40,178,308
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Aviation occurrence investigations	$15,721,461	36.6
Internal services	$13,029,259	30.3
Rail occurrence investigations	$6,812,697	15.9
Marine occurrence investigations	$6,766,670	15.7
Pipeline occurrence investigations	$646,997	1.5
Total Expenditures	**$42,977,085**	**100**

Alberta Equivalent

There is no Alberta equivalent as transportation-accident investigation is federal jurisdiction. The TSB investigates air, marine, rail and pipeline occurrences federally. There is no provincial counterpart; provincial incidents may be handled by other bodies, but there is not an equivalent safety board. Replicating TSB's federal mandate would require Alberta to expand the authority of provincial ministries (likely Transportation and Economic Corridors) and likely stand up a new agency.

DEMOCRATIC INSTITUTIONS

Democratic Institutions is a policy area supported by the Privy Council Office, not a stand-alone department. Democratic Institutions refers to the Government of Canada's work to improve, strengthen and protect Canada's democratic institutions and electoral system, supported by the Privy Council Office under the Minister responsible for Democratic Institutions. This work has included initiatives such as the Plan to Protect Canada's Democracy and responses to foreign interference; it is a portfolio and policy area within PCO rather than a separate department or agency. Within the public accounts, Democratic Institutions includes the Leaders' Debate Commission, the Office of the Chief Electoral Officer and Secretariat of the National Security and Intelligence Committee of Parliamentarians (NSICOP.

Alberta Equivalent

There is no direct Alberta equivalent, though there is some loose matching functionality. Alberta's democratic-institutions and elections policy sits with Justice and Executive Council. Replicating the federal functionality of the Democratic Institutions portfolio in PCO would require Alberta to expand the authority of existing ministries (Executive Council, Justice) or stand up a new agency.

ELECTIONS CANADA/OFFICE OF THE CHIEF ELECTORAL OFFICER

The Office of the Chief Electoral Officer, commonly known as Elections Canada, reports directly to Parliament. Elections Canada is the independent, non-partisan agency administering federal elections. Its mandate is to be prepared to conduct federal general elections, by-elections and referendums; administer the political-financing provisions of the Canada Elections Act; support the independent commissions that adjust federal electoral boundaries after each decennial census; conduct public education; and study alternative voting methods. The Chief Electoral Officer is appointed by resolution of the House of Commons for a 10-year, non-renewable term; the Commissioner of Canada Elections, who handles compliance and enforcement, is a separate officer within the office.

Elections Canada Summary

National 2024–2025 Spending: $313,279,692	• Electoral administration: $196,347,391 • Regulatory oversight: $31,009,613 • Internal services: $85,922,688
Full-Time Equivalent Staff: 1,402	• Electoral administration: 784 • Regulatory oversight: 205 • Internal services: 413
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $274,171,951 • 2027–2028: $271,524,388 • 2028–2029: $282,418,504
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Field management	$127,709,603	40.8
Internal services	$85,922,688	27.4
Public education and information	$25,974,203	8.3
Voting services	$23,386,239	7.5
Electoral data services	$19,277,347	6.2
Political entities regulatory compliance	$15,805,330	5.0
Office of the Commissioner of Canada Elections	$11,243,032	3.6
Electoral integrity and regulatory policy	$3,961,251	1.3
Total Expenditures	**$313,279,692**	**100**

Alberta Equivalent

The Alberta equivalent is Elections Alberta, the independent, non-partisan provincial election administration body. This is a direct functional equivalent. Whether there is additional cost associated with Elections Alberta in an independent Alberta would depend on the democratic structure.

LEADERS' DEBATE COMMISSION

The Leaders Debate Commission is an independent and impartial public body mandated to organize leaders' debates in Canada's federal general elections. The Commission was formed by an Order in Council. Its mandate is to organize two leaders' debates during each federal general election, one in each official language; and to prepare a report to Parliament, following the debates, outlining findings, lessons learned, and recommendations. It was created as a permanent government body, with an appointed commissioner and an executive director, to make debates more predictable, reliable, and stable — taking the organizing role out of the hands of ad hoc media consortia and setting participation criteria, format, and production.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Leaders' debates	$669,229	100
Total Expenditures	**$669,229**	**100**

Alberta Equivalent

Alberta has no equivalent to the Leaders Debate Commission. Organized provincial election debates exist but are run by media consortia rather than an independent public commission, and there is no provincial statutory or arm's-length body that parallels the federal Commission. Replicating the Commission's federal mandate would require Alberta to expand the authority and responsibility of an existing ministry (e.g., Communications and Public Engagement), or an agency such as Elections Alberta, or standing up a new agency for electoral debates. Alternatively, an independent Alberta may choose to forgo this functionality.

SECRETARIAT OF THE NATIONAL SECURITY AND INTELLIGENCE COMMITTEE OF PARLIAMENTARIANS

The Secretariat of the National Security and Intelligence Committee of Parliamentarians is a secretariat within PCO supporting a parliamentary committee that reviews national security and intelligence (the National Security and Intelligence Committee of Parliamentarians; NSICOP). Established under the NSICOP Act, NSICOP reviews the legislative, regulatory, policy, administrative, and financial framework for national security and intelligence; any national-security or intelligence activity carried out by a department; and matters referred by a minister. The Secretariat, led by an Executive Director with the rank of a deputy minister, provides the Committee with access to classified information and strategic and expert support. NSICOP itself is composed of parliamentarians but is appointed by and administratively housed within the executive branch.

NSICOP Summary

National 2024–2025 Spending: $3,093,354	• Parliamentary review of national security and intelligence activities: $1,789,492 • Internal Services: $1,303,862
Full-Time Equivalent Staff: 8.4	• Parliamentary review of national security and intelligence activities: 6.8 • Internal Services: 1.6
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $3,543,816 • 2027-2028: $3,457,504 • 2028-2029: $3,335,520
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Reviews	$1,789,492	57.8
Internal services	$1,303,862	42.2
Total Expenditures	**$3,093,354**	**100**

Alberta Equivalent

There is no Alberta equivalent; national security is federal jurisdiction. Replicating NSICOP and the Secretariat’s federal mandate would require Alberta to expand the responsibility and authority of existing ministries and agencies, and potentially stand up a new agency. Relevant existing Alberta ministries and agencies are Executive Council, Public Safety and Emergency Services; and Justice.

FEDERAL PUBLIC SECTOR LABOUR RELATIONS AND EMPLOYMENT BOARD

The Federal Public Sector Labour Relations and Employment Board (FPSLREB) is an independent quasi-judicial statutory tribunal. It administers the collective bargaining and grievance adjudication systems in the federal public service, the RCMP and Parliament (under the Federal Public Sector Labour Relations Act and the Parliamentary Employment and Staff Relations Act), and resolves staffing complaints related to internal appointments and lay-offs (under the Public Service Employment Act). The responsible minister is the Leader of the Government in the House of Commons.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent as the functionality is split between the Alberta Labour Relations Board (labour relations) and the Alberta Public Service Commission (staffing). The FPSLREB combines federal public service labour relations and staffing adjudication. Alberta splits these functions between the Labour Relations Board and public service HR machinery. Replicating the FPSLREB's federal mandate would require Alberta to consolidate the Alberta Labour Relations Board and the Alberta Public Service Commission. Given existing institutional capacity and functionality, an independent Alberta is unlikely to need to replicate the FPSLREB beyond expansion to account for a larger Alberta public service.

INTERGOVERNMENTAL AFFAIRS

Intergovernmental Affairs is a policy area and portfolio supported by the Privy Council Office, not a standalone department. Intergovernmental Affairs refers to the Government of Canada's work on federal-provincial-territorial relations and the functioning of the federation, supported by the Privy Council Office. It is led by a minister responsible for intergovernmental affairs (a role typically associated with the President of the King's Privy Council) and supported by a Deputy Minister of Intergovernmental Affairs within PCO. Given the political and policy importance of intergovernmental relations, overall responsibility is normally assumed by the federal Prime Minister and provincial/territorial Premiers. The Prime Minister is assisted by the Minister of Intergovernmental Affairs, and is supported by a secretariat within the Privy Council Office. It does not have an independent budget.

Alberta Equivalent

The direct Alberta equivalent is Alberta Intergovernmental and International Relations (within Executive Council). This is a functional match on intergovernmental relations machinery. Given Alberta's existing institutional capacity, an independent Alberta is unlikely to replicate Intergovernmental Affairs' federal mandate.

IMPACT CANADA

Impact Canada is a whole-of-government initiative led by the Privy Council Office, not a stand-alone organization. Impact Canada is designed to help federal departments adopt outcomes-based approaches — such as challenge prizes and other innovative funding models — and to apply behavioural science to policy and program design. It is led by the Impact and Innovation Unit, a centre of expertise that resides within the Privy Council Office; the PCO Minister responsible is the President of the King's Privy Council for Canada. It is an initiative and a set of common funding authorities rather than a separate department or agency.

There is no separate budget information for this entity. Its budget is embedded within the Privy Council Office.

Alberta Equivalent

There is no Alberta equivalent. Replicating Impact Canada's federal mandate would require Alberta to expand the mandate of Executive Council. Alternatively, an independent Alberta may choose to forgo this functionality.

LEADER OF THE GOVERNMENT IN THE HOUSE OF COMMONS

The Leader of the Government in the House of Commons is a cabinet ministerial role and office within PCO. The Leader of the Government in the House of Commons (the Government House Leader) is the cabinet minister responsible for coordinating the Government's day-to-day business in the House of Commons and managing its overall legislative agenda, including planning the legislative program, scheduling House business, and coordinating Government responses to written questions and petitions. The office is supported administratively by the Privy Council Office. It is a ministerial portfolio rather than a stand-alone department or agency and does not have an independent budget.

Alberta Equivalent

There is no direct equivalent, though the provincial analogue is Government House Leader in the Legislative Assembly of Alberta. Replicating this federal mandate within Executive Council (the provincial PCO equivalent) is a policy choice and represents discretionary spending for an independent Alberta.

OFFICE OF THE INTELLIGENCE COMMISSIONER

The Office of the Intelligence Commissioner (ICO) is an independent quasi-judicial agency for intelligence activities. The ICO supports the Intelligence Commissioner, a retired superior-court judge appointed by the governor-in-council on the recommendation of the Prime Minister, serving part-time. Under the Intelligence Commissioner Act, the Commissioner reviews and approves (or does not approve) certain national-security and intelligence activities planned by the Communications Security Establishment (CSE) and the Canadian Security Intelligence Service (CSIS) and authorized by their responsible ministers, applying a reasonableness standard; the decisions are binding.

ICO Summary

National 2024–2025 Spending: $2,059,411	• Quasi-judicial review of certain ministerial conclusions: $1,621,306 • Internal services: $438,105
Full-Time Equivalent Staff: 5.5	• Quasi-judicial review of certain ministerial conclusions: 4.5 • Internal services: 1
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $2,650,617 • 2027-2028: $2,650,617 • 2028-2029: $2,650,617
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Quasi-judicial review program	$1,621,306	78.7
Internal services	$438,105	21.3
Total Expenditures	**$2,059,411**	**100**

Alberta Equivalent

There is no Alberta equivalent as intelligence oversight is federal jurisdiction. Replicating ICO's federal mandate would require Alberta to expand the responsibility and authority of existing ministries and agencies and potentially stand up a new agency. Relevant existing Alberta ministries and agencies are: Executive Council; Public Safety and Emergency Services; and Justice.

NATIONAL SECURITY AND INTELLIGENCE REVIEW AGENCY

The National Security and Intelligence Review Agency (NSIRA) is an independent review body for national security and intelligence activities established under the NSIRA Act. It has two mandates: reviewing the national security and intelligence activities of all federal departments (including CSIS, CSE, the RCMP, the CBSA, DND, and Global Affairs) to assess their lawfulness, reasonableness and necessity; and investigating related public complaints. It comprises up to seven governor-in-council-appointed members and produces an annual report tabled in Parliament by the Prime Minister.

NSIRA Summary

National 2024–2025 Spending: $18,839,499	• National security and intelligence reviews and complaints investigations: $10,856,293 • Internal services: $7,983,206
Full-Time Equivalent Staff: 87	• National security and intelligence reviews and complaints investigations: 58 • Internal services: 29
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $18,438,436 • 2027–2028: $17,995,203 • 2028–2029: $17,138,966
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
National security and intelligence activity reviews and complaints investigations	$10,856,293	57.6
Internal services	$7,983,206	42.4
Total Expenditures	**$18,839,499**	**100**

Alberta Equivalent

There is no Alberta equivalent as national security and intelligence review is federal jurisdiction. Replicating NSIRA's federal mandate would require Alberta to expand the responsibility and authority of existing ministries and agencies and potentially stand up a new agency. Relevant existing Alberta ministries and agencies are: Executive Council; Public Safety and Emergency Services; and Justice.

PUBLIC SERVICE COMMISSION OF CANADA

The Public Service Commission of Canada (PSC) is an independent agency that reports to Parliament, safeguarding merit and non-partisanship in public service staffing. Under the Public Service Employment Act, its mandate is to promote and safeguard a merit-based, representative and non-partisan public service. It is responsible for appointments to and within the federal public service, and delegates most staffing authority to deputy heads while overseeing the integrity of the system through audits and investigations. It administers the political activities provisions (Part 7) of the act and manages the GC Jobs recruitment platform.

PSC Summary

National 2024–2025 Spending: $100,126,006	• Public service hiring and non-partisanship: $75,170,674 • Internal services: $24,955,332
Full-Time Equivalent Staff: 751	• Public service hiring and non-partisanship: 578 • Internal services: 173
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $99,072,901 • 2027–2028: $96,677,330 • 2028–2029: $96,847,707
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Recruitment and assessment services	$42,314,059	42.3
Internal services	$24,955,332	24.9
Oversight and monitoring	$18,501,968	18.5
Policy direction and support	$14,354,647	14.3
Total Expenditures	**$100,126,006**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Assessment and counselling services revenues	$8,380,000	99.6
Miscellaneous revenues	$1,676,000	19.9
Revenues earned on behalf of government	–$1,643,000	–19.5
Total Revenues	**$8,413,000**	**100**

Alberta Equivalent

There is a direct Alberta equivalent with the Alberta Public Service Commission (APSC). It is a strong functional match: APSC is the central body responsible for merit-based, non-partisan public-service staffing and management. Given institutional capacity and functionality, an independent Alberta is unlikely to need to replicate the PSC's federal mandate, though expanding APSC would be necessary to reflect an expanding Alberta public service.

PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

Public Safety Canada (PS) is the federal department coordinating national security and public safety. Public Safety was created to ensure coordination across federal departments and agencies responsible for national security and the safety of Canadians. Its mandate is to keep Canadians safe from a range of risks such as natural disasters, crime and terrorism, working across national and border security, crime prevention, community safety and emergency management. Legislation governing the department sets out three core roles: supporting the Minister's responsibility for public safety and emergency management matters not assigned elsewhere; exercising national leadership for national security and emergency preparedness; and coordinating the Public Safety portfolio, which includes the Canadian Border Services Agency, the Canadian Security Intelligence Service, the Correctional Service of Canada, the Parole Board, the RCMP and several review bodies. It reports to Parliament through the Minister of Public Safety, supported by the Minister of Emergency Management and Community Resilience.

Included in Public Safety's portfolio are the Canada Border Services Agency; the Canada Firearms Centre; the Canadian Police College; the Canadian Security Intelligence Service; Correctional Service Canada; CORCAN; the Management Advisory Board for the RCMP; the Office of the Correctional Investigator; the Parole Board of Canada; the Royal Canadian Mounted Policy (RCMP); the RCMP External Review Committee; and the Civilian Review and Complaints Commission for the RCMP.

Public Safety Summary

National 2024–2025 Spending: $1,340,817,593	• National security: $34,118,539 • Community safety: $741,108,526 • Emergency management: $476,869,956 • Internal services: $88,720,572
Full-Time Equivalent Staff: 1,697	• National security: 208 • Community safety: 541 • Emergency management: 398 • Internal services: 550
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $2,252,844,028 • 2027–2028: $1,007,295,869 • 2028–2029: $943,478,591
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Emergency response/recovery	$425,693,454	31.7
Indigenous policing	$288,022,885	21.5
Crime prevention	$239,755,827	17.9
Law enforcement and policing	$127,285,983	9.5
Serious and organized crime	$61,379,207	4.6
Emergency prevention/mitigation	$32,985,007	2.5
Management and oversight services	$26,571,831	2.0
National security leadership	$25,871,478	1.9
Corrections	$18,342,969	1.4
Emergency preparedness	$18,191,495	1.4
Information technology services	$17,462,013	1.3
Human resources management services	$12,977,470	1.0

Program	Total Canada Spending	Share of Total Spending (%)
Communications services	$9,873,309	0.7
Financial management services	$6,494,996	0.5
Border policy	$6,321,654	0.5
Real property management services	$5,531,999	0.4
Critical Infrastructure	$5,059,917	0.4
Legal services	$4,232,211	0.3
Information management services	$3,760,194	0.3
Cybersecurity	$3,187,143	0.2
Acquisition management services	$1,816,549	0.1
Total Expenditures	**$1,340,817,593**	**100**

Alberta Equivalent

There is a partial match with Alberta Public Safety and Emergency Services. The departmental match is on the public safety and emergency management portfolio, though Public Safety Canada also coordinates federal national security bodies with no provincial analogue. Replicating Public Safety's federal mandate would require Alberta to expand the authority and responsibilities of Alberta Public Safety and Emergency Services and potentially stand up new supporting agencies.

PUBLIC SAFETY AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Public Safety listed in the public accounts include the Canada Border Services Agency; the Canadian Security Intelligence Service; the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police; the Correctional Service of Canada; the Office of the Commissioner of Official Languages; the Office of the Correctional Investigator of Canada; the Parole Board of Canada; the Royal Canadian Mounted Police (RCMP); and the Royal Canadian Mounted Police External Review Committee.

There are several special operating entities within Public Safety not listed in the public accounts: the Canada Firearms Centre/Canadian Firearms Program; the Canadian Police College; CORCAN; and the Management Advisory Board for the RCMP.

CANADA BORDER SERVICES AGENCY

The Canada Border Services Agency (CBSA) is a federal agency in the Public Safety portfolio. CBSA provides integrated border services that support national security and public safety priorities while facilitating the free flow of legitimate persons and goods, including animals and plants. It administers customs and immigration legislation, interdicts inadmissible people and illegal goods and administers many other acts and regulations on behalf of other federal departments. The president reports to the Minister of Public Safety.

CBSA Summary

National 2024–2025 Spending: $3,008,932,959	• Border management: $2,039,470,797 • Border enforcement: $427,496,353 • Internal services: $541,965,809
Full-Time Equivalent Staff: 16,890	• Border management: 11,404 • Border enforcement: 2,170 • Internal services: 3,316
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $3,069,895,577 • 2027–2028: $3,049,902,479 • 2028–2029: $2,968,445,639
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Traveller facilitation and compliance	$856,702,050	28.5
Commercial facilitation and compliance	$489,306,044	16.3
Information technology services	$174,386,290	5.8
Buildings and equipment	$174,353,782	5.8
Intelligence collection and analysis	$136,137,025	4.5
Detentions	$130,151,810	4.3
Management and oversight services	$117,603,307	3.9
Human resources management services	$101,971,276	3.4
Immigration Investigations	$98,098,352	3.3
Trade facilitation and compliance	$79,350,851	2.6
Removals	$78,250,480	2.6
Force generation	$77,380,706	2.6

Program	Total Canada Spending	Share of Total Spending (%)
Targeting	$74,510,456	2.5
Hearings	$65,105,077	2.2
Criminal Investigations	$55,890,635	1.9
Financial management services	$49,285,562	1.6
Science and engineering	$48,509,847	1.6
Security screening	$34,605,492	1.2
Recourse	$26,943,625	0.9
Legal services	$21,572,139	0.7
Real property management services	$20,089,665	0.7
Information management services	$17,946,442	0.6
Communications services	$14,882,287	0.5
Anti-dumping and countervailing	$14,680,599	0.5
Trusted traveller	$13,525,963	0.4
Trusted trader	$13,464,357	0.4
Materiel management services	$12,887,701	0.4
Acquisition management services	$11,341,139	0.4
Total Expenditures	**$3,008,932,959**	**100**

Alberta Equivalent

There is currently no direct Alberta equivalent, as border services are exclusively federal jurisdiction. Replicating border control and CBSA's federal mandate would require Alberta to significantly expand or create new mechanisms. While Alberta relies on municipal police alongside the RCMP for law enforcement, these agencies have no legal jurisdiction to manage international border checkpoints or enforcement. Consequently, for Alberta to completely replicate the CBSA, it would have to expand the authority and responsibilities of ministries including Justice, Public Safety and Emergency Preparedness, and the Public Service Commission, as well as stand up a border services agency.

CANADA FIREARMS CENTRE/CANADIAN FIREARMS PROGRAM

The Canada Firearms Centre's functions are carried out by the RCMP's Canadian Firearms Program (CFP), which administers the Firearms Act and related regulations. The program oversees firearms licensing of individuals and businesses (through Chief Firearms Officers) and the registration of restricted and prohibited firearms (through the Registrar), maintains national firearm safety training standards, supports law enforcement and works to enhance public safety. As part of the RCMP, the CFP does not have a separate budget.

Alberta Equivalent

There is no Alberta equivalent as firearms licensing and registration is federal jurisdiction. Alberta has a Chief Firearms Office role but it operates within the federal program. Replicating the CFP's federal mandate would require Alberta to expand the authority of several ministries (Justice; Public Safety and Emergency Preparedness; the Public Service Commission; Service Alberta; and Red Tape Reduction) as well as stand up a firearms licensing agency.

CANADIAN POLICE COLLEGE

The Canadian Police College (CPC) is a national police training institution operated by the RCMP. The Canadian Police College provides advanced and specialized training and leadership development to Canadian and international police services, as part of the RCMP's National Police Services. It is one of the national services the RCMP delivers in support of the broader Canadian and international law enforcement community, rather than a stand-alone agency.

There is no separate budget information for this entity. Its budget is embedded within the Royal Canadian Mounted Police.

Alberta Equivalent

There is no direct Alberta equivalent. The Canadian Police College delivers advanced federal police training. Alberta has police training initiatives but no direct counterpart of the same national profile. Replicating CPC's federal mandate would require Alberta to expand the authority of Public Safety and Emergency Preparedness and stand up a new agency. Alternatively, an independent Alberta could negotiate continued access to the CPC given it provides training to international police services.

CANADIAN SECURITY INTELLIGENCE SERVICE

The Canadian Security Intelligence Service (CSIS) is Canada's security and intelligence service. Established by the Canadian Security Intelligence Service Act, CSIS investigates activities suspected of constituting threats to the security of Canada — such as terrorism, espionage, sabotage, and foreign interference — and reports and advises the Government of Canada. It may also take measures to reduce such threats, subject to legal requirements and ministerial direction, and conducts security screening for the government and immigration system. CSIS has no law enforcement or arrest powers. It reports through the Minister of Public Safety and is subject to external review by the National Security and Intelligence Review Agency (NSIRA).

CSIS Summary

National 2024–2025 Spending: $813,017,414	• Security and Intelligence: $813,017,414
Full-Time Equivalent Staff: 3,500	• Employees: 3,500
Source: Infographic for Canadian Security Intelligence Service; Public Safety Canada Portfolio Overview	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Security and Intelligence	$813,017,414	100
Total Expenditures	**$813,017,414**	**100**

Alberta Equivalent

There is no Alberta equivalent as national security intelligence is exclusively federal jurisdiction. Replicating CSIS' federal mandate would require Alberta to expand the authority of several ministries (Executive Council; Justice; Public Safety and Emergency Preparedness; Service Alberta; and Red Tape Reduction) as well as stand up a national security agency.

CIVILIAN REVIEW AND COMPLAINTS COMMISSION FOR THE RCMP

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police (the CRCC) is an independent civilian oversight body for the RCMP. It was created by Parliament under the Royal Canadian Mounted Police Act and is not part of the Royal Canadian Mounted Police (RCMP). It receives complaints from the public about the conduct of RCMP members, conducts reviews when complainants are not satisfied with how the RCMP handled their complaints, and may initiate its own complaints and investigations into RCMP conduct when it is in the public interest to do so. The CRCC's fundamental role is to provide civilian review of the conduct of the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public.

CRCC Summary

National 2024–2025 Spending: $16,206,049	• Independent review of the RCMP: $10,911,707 • Internal services: $5,294,343
Full-Time Equivalent Staff: 100	• Independent review of the RCMP: 72 • Internal services: 28
Source: **2023–24 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2024–2025: $16,279,517 • 2025–2026: $16,342,832 • 2026–2027: $16,353,668
Source: **2024–25 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Public complaints	$5,530,045	34.1
Internal services	$5,294,343	32.7
Investigations	$4,500,110	27.8
Public education	$881,552	5.4
Total Expenditures	**$16,206,049**	**100**

Alberta Equivalent

There is a partial match with several Alberta policing oversight bodies. The CRCC handles complaints about the RCMP. In Alberta, the Alberta Serious Incident Response Team (ASIRT) investigates serious police incidents and a provincial police complaint framework exists via the Police Review Commission. The Alberta Law Enforcement Review Board (ALERB) handles appeals of police conduct complaints for municipal policing. The Provincial Police Advisory Board (PPAB) provides governance but does not handle complaints or discipline. All together, there is partial oversight parallels, though with different mandates. Replicating CRCC's federal mandate would require Alberta to expand the authority and responsibilities of existing ministries (Justice, Public Safety and Emergency Preparedness), and one of the above-listed policing oversight bodies, consolidate the police oversight bodies, or stand up a new agency.

CORRECTIONAL SERVICE CANADA

Correctional Service Canada (CSC) is the federal agency administering custodial sentences. CSC is responsible for administering court-imposed sentences of two years or more. It manages institutions across multiple security levels and supervises offenders on conditional release in the community, operating under the Corrections and Conditional Release Act. Its mandate is to contribute to public safety by actively encouraging and assisting offenders to become law-abiding citizens while exercising reasonable, safe, secure and humane control. CSC reports to the Minister of Public Safety.

There are nine CSC facilities in Alberta: Bowden Institution (medium/minimum), Innisfail; Buffalo Sage Wellness House, Edmonton; Drumheller Institution (medium/minimum), Drumheller; Edmonton Institution (maximum), Edmonton; Edmonton Institution for Women (multi), Edmonton; Grande Cache Institution (medium), Grand Cache; Grierson Institution (minimum), Edmonton; Pê Sâkâstêw Centre (minimum), Mâskwâcîs; Stan Daniels Healing Centre, Edmonton (source).

There are 10 offices in Alberta: Alberta/NWT District Office, Edmonton (two locations); Calgary Urban Area Parole Office, Calgary; Drumheller Parole Office, Drumheller; Edmonton Urban Area Parole Office, Edmonton; Grande Prairie Parole Office, Grande Prairie; Lethbridge Parole Office, Lethbridge; Medicine Hat Parole Office, Medicine Hat; Red Deer Parole Office, Red Deer; and Southern Alberta Area Office, Calgary (source).

CSC's program inventory includes CORCAN, which provides employment and employability-skills programs to federal offenders, helping them gain work experience and training — such as vocational training, apprenticeships, and on-the-job skills — to support their safe reintegration into the community and reduce reoffending. There is one CORCAN facility in Edmonton (source).

CSC Summary

National 2024–2025 Spending: $3,600,517,417	• Care and custody: $2,369,929,863 • Correctional interventions: $550,767,555 • Community supervision: $223,135,184 • Internal services: $456,684,815
Full-Time Equivalent Staff: 19,154	• Care and custody: 11,207 • Correctional interventions: 4,581 • Community supervision: 244 • Internal services: 3,122
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,000,574,185 • 2027–2028: $3,487,329,557 • 2028–2029: $3,512,270,512
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Supervision	$1,078,672,229	30.0
Accommodation services	$518,372,617	14.4
Offender case management	$305,176,353	8.5
Clinical services and public health	$263,711,750	7.3
Institutional management and support	$209,789,850	5.8
Community-based residential facilities	$148,655,279	4.1
Mental health services	$139,215,119	3.9
Human resources management services	$126,709,412	3.5

Program	Total Canada Spending	Share of Total Spending (%)
Food services	$120,385,838	3.3
Correctional programs	$102,763,364	2.9
Information technology services	$100,664,068	2.8
Management and oversight services	$97,138,539	2.7
CORCAN Employment and Employability Program	$50,988,169	1.4
Financial management services	$48,636,257	1.4
Offender education	$30,133,347	0.8
Community correctional centres	$28,815,431	0.8
Legal services	$27,952,160	0.8
Social programs	$27,476,892	0.8
Community management and security	$26,894,199	0.7
Preventive security and intelligence	$23,497,533	0.7
Community health services	$18,770,275	0.5
Contraband interdiction and management	$16,284,926	0.5
Real property management services	$14,017,209	0.4
Acquisition management services	$13,867,444	0.4
Communications services	$12,947,551	0.4
Chaplaincy services	$12,529,695	0.3
Elder services	$12,398,718	0.3
Community engagement	$9,301,018	0.3
Materiel management services	$8,217,583	0.2
Information management services	$6,534,590	0.2
Total Expenditures	**$3,600,517,417**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Sales of goods and services	$66,393,000	92.4
Miscellaneous revenues	$6,058,000	8.4
Other	$3,659,000	5.1
Revenues earned on behalf of government	–$4,285,000	–6.0
Total Revenues	**$71,825,000**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta Corrections within Public Safety and Emergency Services. This is a functional match on custody and corrections, but Alberta Corrections handles provincial sentences (under two years and remand) while CSC handles federal sentences. Replicating CSC's federal mandate would require Alberta to expand the authority and responsibilities of ministries including Justice and Public Safety and Emergency Preparedness, as well as expand Alberta Corrections. An independent Alberta would also need to negotiate with Canada over transfer and custody of federal prisoners and CSC facilities in Alberta.

CORCAN

CORCAN is a special operating agency of Correctional Service Canada. CORCAN provides employment and employability skills programs to federal offenders, helping them gain work experience and training — such as vocational training, apprenticeships and on-the-job skills — to support their safe reintegration into the community and reduce reoffending. It offers these programs in federal institutions and, for brief periods, to offenders after release.

There is no separate budget information for this entity. Its budget is embedded within Correctional Services Canada.

Alberta Equivalent

There is no direct Alberta equivalent though Alberta has some existing institutional capacity. CORCAN runs employment and rehabilitation programs in federal prisons. Alberta operates provincial corrections which includes skill development and work programming (source), but has no equivalent branded prison industries program. Replicating CORCAN's federal mandate would involve expanding Public Safety and Emergency Preparedness and Alberta Corrections' responsibilities.

MANAGEMENT ADVISORY BOARD FOR THE RCMP

The Management Advisory Board for the RCMP (MAB) is an independent advisory body to the RCMP Commissioner. It is an independent, legislated advisory body established under the Royal Canadian Mounted Police Act. It provides advice and guidance to the RCMP Commissioner on the administration and management of the RCMP, including modernization and transformation, the effective use of resources, corporate risk, management policies and controls, corporate and strategic plans and budgets. It comprises up to 13 part-time members appointed by the governor-in-council on the recommendation of the Minister of Public Safety, and it operates standing committees in areas such as finance and administration, human resources, and reform, accountability and culture.

There is no separate budget information for this entity. Its budget is embedded within the Royal Canadian Mounted Police.

Alberta Equivalent

Alberta has no direct equivalent, though it has some existing institutional capacity and functionality. Alberta has a Provincial Police Advisory Board (PPAB), which provides civilian governance for communities policed by the RCMP under Alberta's Provincial Police Service Agreement. In practice, the PPAB provides ongoing input, advice and recommendations to the Government of Alberta and the RCMP on provincial policing and collaborates on setting annual provincial policing priorities. The Alberta Law Enforcement Review Board (ALERB) handles appeals of police conduct complaints for municipal policing. Replicating the MAB's federal mandate would require Alberta to expand the authority of the PPAB or stand up a new police governance body associated with a new Alberta police force.

OFFICE OF THE CORRECTIONAL INVESTIGATOR

The Office of the Correctional Investigator (OCI) is the independent ombudsman for federally sentenced offenders, providing impartial oversight of Correctional Service Canada under the Corrections and Conditional Release Act. It investigates individual complaints from offenders as well as broader systemic issues in federal correctional institutions and publicly releases annual and special reports with recommendations to improve the federal correctional system. It is an autonomous agency; Public Safety Canada acts as a liaison between the OCI and the Minister of Public Safety.

OCI Summary

National 2024–2025 Spending: $6,919,489	• Independent oversight of federal Corrections: $5,092,687 • Internal services: $1,826,802
Full-Time Equivalent Staff: 40	• Independent oversight of federal Corrections: 30 • Internal services: 10
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $7,682,095 • 2027–2028: $7,509,995 • 2028–2029: $7,185,093
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Ombuds for federally sentenced individuals	$5,092,687	73.6
Internal services	$1,826,802	26.4
Total Expenditures	**$6,919,489**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The federal Correctional Investigator is an ombudsman specific to federal inmates. Alberta's provincial Ombudsman covers provincial corrections among other bodies; there is no offender-specific provincial office. Replicating OCI's federal mandate would require Alberta to expand the authority and responsibilities of ministries including Justice and Public Safety and Emergency Preparedness to stand up an independent ombuds for offenders or expand the responsibilities of the Alberta Ombudsman.

PAROLE BOARD OF CANADA

The Parole Board of Canada (PBC) is an independent administrative tribunal making conditional-release decisions. PBC is part of the Public Safety portfolio and operates at arm's length from government. Under the Corrections and Conditional Release Act, it has exclusive authority to grant, deny, cancel, terminate, or revoke day parole and full parole and to authorize temporary absences, and it makes conditional-release decisions for all provinces and territories except Ontario, Quebec and Alberta (which have their own boards). Under the Criminal Records Act it orders, refuses, or revokes record suspensions (formerly pardons), and it makes clemency recommendations and expungement decisions. Public safety is the paramount consideration in its decisions; the chairperson reports to Parliament through the Minister of Public Safety.

PBC Summary

National 2024–2025 Spending: $76,929,830	• Conditional release decisions: $45,270,212 • Conditional release openness and accountability: $5,459,411 • Record suspension/pardon and expungement decisions/clemency recommendations: $11,396,735 • Internal services: $14,803,472
Full-Time Equivalent Staff: 563	• Conditional release decisions: 344 • Conditional release openness and accountability: 53 • Record suspension/pardon and expungement decisions/clemency recommendations: 83 • Internal services: 83
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $74,512,278 • 2027–2028: $71,026,736 • 2028–2029: $69,937,651
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Conditional release decisions	$45,270,212	58.9
Internal services	$14,803,472	19.2
Record suspension/pardon and expungement decisions/clemency recommendations	$11,396,735	14.8
Conditional release openness and accountability	$5,459,411	7.1
Total Expenditures	**$76,929,830**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. Alberta does not have a provincial parole board as parole for provincial sentences in Alberta is handled by the Parole Board of Canada. Replicating the PBC's federal mandate would require Alberta to expand the authority and responsibilities of existing ministries (Justice, Public Safety and Emergency Preparedness) and stand up a new agency for parole decisions.

ROYAL CANADIAN MOUNTED POLICE

The Royal Canadian Mounted Police (RCMP) is Canada's national police service. The RCMP is a critical element of the Government of Canada's commitment to providing for the safety and security of the public. Its mandate, set out in section 18 of the Royal Canadian Mounted Police Act, includes enforcing federal laws, investigating interprovincial and international crime, border integrity, counter-terrorism and managing the Canadian Firearms Program and the Canadian Police College. It also provides contract policing in every province and territory except Ontario and Quebec, as well as to some 150 municipalities and more than 600 Indigenous communities. It is headed by a Commissioner under the direction of the Minister of Public Safety. The Management Advisory Board for the Royal Canadian Mounted Police provides advice and guidance to the RCMP Commissioner on key modernization and management matters.

RCMP Summary

National 2024–2025 Spending: $5,744,371,893	• Federal policing: $1,359,848,694 • Specialized policing services: $749,755,014 • Contracts and Indigenous policing: $2,689,928,254 • Internal services: $944,839,931
Full-Time Equivalent Staff: 33,250	• Federal policing: 5,311 • Specialized policing services: 4,066 • Contracts and Indigenous policing: 18,796 • Internal services: 5,077
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $6,286,720,991 • 2027–2028: $6,375,290,589 • 2028–2029: $6,506,848,986
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Provincial/territorial policing	$1,644,586,559	28.6
Federal policing investigations	$798,742,218	13.9
Municipal policing	$696,202,800	12.1
Human resources management services	$360,223,922	6.3
Specialized technical investigative services	$316,741,161	5.5
Protective operations	$289,039,884	5.0
Force Generation	$186,497,486	3.2
Operational IM/IT services	$153,421,157	2.7
Management and oversight services	$139,356,405	2.4
Federal policing intelligence	$112,111,987	2.0
Information technology services	$110,981,853	1.9
Indigenous policing	$103,481,901	1.8
Federal policing national governance	$99,454,765	1.7
Financial management services	$96,997,937	1.7
Forensic science and identification services	$84,642,500	1.5
Real property management services	$77,647,629	1.4
Materiel management services	$67,077,371	1.2
Departmental security	$62,830,823	1.1

Program	Total Canada Spending	Share of Total Spending (%)
Canadian firearms licensing and registration	$61,304,678	1.1
International operations	$60,499,840	1.1
Operational policing support	$59,159,508	1.0
Communications services	$43,417,330	0.8
Information management services	$25,238,540	0.4
Canadian firearms investigative and enforcement services	$19,954,819	0.3
Sensitive and Specialized Investigative Services	$19,656,505	0.3
National Cybercrime Coordination Centre	$17,583,491	0.3
Acquisition management services	$12,023,109	0.2
Legal services	$11,875,835	0.2
Criminal Intelligence Service Canada	$8,664,451	0.2
Canadian Police College	$4,955,429	0.1
Total Expenditures	**$5,744,371,892**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Policing services	$3,329,047,000	141.9
Firearms license fees	$40,174,000	1.7
Biology casework analysis	$18,476,000	0.8
Police training	$15,642,000	0.7
Other fees and charges	$35,238,000	1.5
Revenues earned on behalf of government	–$1,092,815,000	–46.6
Total Revenues	**$2,345,762,000**	**100**

Alberta Equivalent

The RCMP is Canada's national police and Alberta's provincial police under contract. Alberta's own provincial enforcement is the Sheriffs Branch, with an independent provincial police service in development; there is a partial and evolving provincial counterpart to the RCMP. Replicating the RCMP's federal mandate would require Alberta to expand the authority of several ministries, including Public Safety and Emergency Services and Justice, and stand up a provincial policing force.

ROYAL CANADIAN MOUNTED POLICE EXTERNAL REVIEW COMMITTEE

The Royal Canadian Mounted Police (RCMP) External Review Committee (ERC) is an independent quasi-judicial statutory tribunal established under the Royal Canadian Mounted Police Act, separate and distinct from the RCMP. It impartially reviews appeals of certain RCMP labour relations decisions — including conduct measures, harassment complaint decisions, discharges, demotions and ordered stoppages of pay — and a shrinking pool of legacy grievances and provides findings and recommendations to the Commissioner of the RCMP. The Commissioner is not bound by these recommendations but must give reasons for not following them. The ERC contributes to fair and equitable labour relations and accountability within the RCMP through its independent and impartial review of appeal cases. It is the only independent review body for these matters apart from the Federal Court, and its chair reports annually to Parliament through the Minister of Public Safety.

RCMP ERC Summary

National 2024–2025 Spending: $6,688,499	• Independent review of RCMP employment matters: $5,006,007 • Internal services: $1,682,492
Full-Time Equivalent Staff: 26.1	• Independent review of RCMP employment matters: 18.7 • Internal services: 7.4
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $6,835,690 • 2027–2028: $6,835,690 • 2028–2029: $6,836,110
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Appeal case reviews	$5,006,006	74.8
Internal services	$1,682,492	25.2
Total Expenditures	**$6,688,499**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. The RCMP ERC reviews RCMP labour relations appeals federally and there is no provincial counterpart specific to this function. Alberta does have police oversight bodies such as the Police Review Commission, but its focus is independent review of complaints about police officers (source), not labour relations. Replicating the RCMP ERC's federal mandate would require Alberta to expand the authority and responsibilities of relevant ministries such as Justice, Public Safety and Emergency Preparedness and the Public Service Commission, as well as stand up a new labour relations agency or expand the authority and scope of an existing agency such as the Police Review Commission.

PUBLIC SERVICES AND PROCUREMENT CANADA (PSPC)

PSPC serves as the federal government's central common service provider under the Department of Public Works and Government Services Act. PSPC supports federal departments and agencies as their central provider of common services: the main purchaser of goods and services, the largest federal owner and manager of office space, the Receiver General and administrator of government payments, Canada's largest payroll and pension administrator, and the largest linguistic services organization (translation, interpretation and terminology) in the country.

PSPC's portfolio includes the Canada Post Corporation; the Defence Investment Agency; the National Capital Commission; the Payments in Lieu of Taxes Dispute Advisory Panel; the Office of the Procurement Ombud; Shared Services Canada; and the Translation Bureau.

PSPC Summary

National 2024–2025 Spending: $5,451,590,462	• Purchase of goods and services: $227,211,193 • Payments and accounting: $883,208,784 • Property and infrastructure: $3,775,611,745 • Government-wide support: $167,777,405 • Procurement Ombud: $5,356,263 • Internal services: $392,425,072
Full-Time Equivalent Staff: 18,916	• Purchase of goods and services: 2,263 • Payments and accounting: 5,989 • Property and infrastructure: 4,736 • Government-wide support: 2,560 • Procurement Ombud: 33 • Internal services: 3,335
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $5,929,171,521 • 2027–2028: $4,646,091,485 • 2028–2029: $4,520,897,938
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Federal accommodation and infrastructure	$3,003,796,504	55.1
Parliament hill and surroundings	$743,737,096	13.6
Federal pay administration	$683,231,534	12.5
Procurement program	$227,211,193	4.2
Payments and revenue collection	$130,952,206	2.4
Information technology services	$120,258,318	2.2
Linguistic services	$84,379,516	1.5
Human resources management services	$74,592,849	1.4
Financial management services	$64,932,127	1.2
Management and oversight services	$63,657,186	1.2
Security and oversight services	$40,611,936	0.7
Communications services	$24,701,376	0.5
Federal pension administration	$22,146,227	0.4
Real property and infrastructure services	$21,146,910	0.4

Program	Total Canada Spending	Share of Total Spending (%)
Government-wide accounting and reporting	$18,777,710	0.3
Real property management services	$17,506,122	0.3
Information services	$16,688,819	0.3
Payments instead of property taxes to local governments	$16,504,279	0.3
Information management services	$16,304,063	0.3
Government-wide digital solutions and services	$12,692,350	0.2
Cape Breton Operations (CBO) — HR legacy benefits	$11,596,829	0.2
Asset Disposal	$7,648,865	0.1
Cape Breton Operations (CBO) — portfolio management	$6,931,235	0.1
Procurement Ombud	$5,356,263	0.1
Legal services	$4,540,007	0.1
Acquisition management services	$3,054,620	0.1
Materiel management services	$2,878,403	0.1
Service management	$2,380,331	0.0
Canadian General Standards Board	$1,891,108	0.0
Document imaging services	$1,484,479	0.0
Total Expenditures	**$5,451,590,462**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Sales of goods and information products	$2,016,038,000	57.5
Rentals	$821,020,000	23.4
Services of a non-regulatory nature	$440,633,000	12.6
Services of a regulatory nature	$205,485,000	5.9
Other revenues	$153,867,000	4.4
Revenues from seized property proceeds account	$27,693,000	0.8
Revenues earned on behalf of government	–$157,912,000	–4.5
Total Revenues	**$3,506,824,000**	**100**

Alberta Equivalent

PSPC is the federal common-service provider (procurement, real property, pay); there is no single equivalent in Alberta. Alberta's counterpart functions are split across Infrastructure (property) and Service Alberta (procurement and services). Replicating PSPC's federal mandate would require Alberta to consolidate the functions of Infrastructure and Service Alberta. Alternatively, an independent Alberta may choose to keep the existing ministry organization. Fully replicating PSPC's federal mandate would require Alberta to expand the authority of Service Alberta.

PSPC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under PSPC listed in the public accounts include Canada Post Corporation; the National Capital Commission; and Shared Services Canada.

In addition, special operating agencies and entities under PSPC not listed in the public accounts are the Defence Investment Agency; the Office of the Procurement Ombud; the Payments in Lieu of Taxes Dispute Advisory Panel; and the Translation Bureau.

CANADA POST

Canada Post is a federal Crown corporation providing Canadian postal service under the Canada Post Act. Canada Post has a dual mandate: to provide quality postal services to all Canadians — rural and urban, residents and businesses — and to do so in a secure and financially self-sustaining manner funded by the sale of its products and services rather than by taxpayers. It has the sole privilege of collecting, transmitting and delivering letters to addressees within Canada and internationally, ensuring a standardized postal system across the country. It reports to Parliament through the Minister of Public Services and Procurement.

Canada Post Summary

National 2024–2025 Spending: $10,606,000,000	• Cost of operations: $10,511,000,000 • Other costs: $95
Equivalent Staff: 60,400	• Employees (including full-time, part-time, temporary, casual and term employees): 60,400
Source: 2025 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Labour and employee benefits	$6,603,000,000	62.3
Other operating costs	$3,324,000,000	31.3
Depreciation	$584,000,000	5.5
Net investing and financing costs	$95,000,000	0.9
Total Expenditures	**$10,606,000,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Revenues from operations	$9,214,000,000	100
Total Revenues	**$9,214,000,000**	**100**

Alberta Equivalent

There is no Alberta equivalent as postal service is federal jurisdiction. Replicating Canada Post's federal mandate would require Alberta to expand the authority and responsibilities of existing ministries such as Service Alberta and stand up a new postal agency and postal system.

DEFENCE INVESTMENT AGENCY

The Defence Investment Agency (DIA) is a special operating agency centralizing defence procurement within Public Services and Procurement Canada (PSPC), led by the Secretary of State (Defence Procurement). It is designed to optimize and speed up defence procurement by reducing delays and engaging industry earlier, prioritizing building defence capabilities domestically where possible, pursuing partnerships with trusted allies and multinational firms where joint development offers advantages and otherwise acquiring capabilities from trusted allies while seeking reinvestment in Canada's defence industrial base.

There is no separate budget information for this entity. Its budget is embedded within Public Services and Procurement Canada.

Alberta Equivalent

There is no Alberta equivalent as defence procurement is federal jurisdiction. Procurement in Alberta is primarily managed by Service Alberta and Red Tape Reduction, which runs the government's central and common procurement functions, but this is only a loose match for general public-procurement. Replicating DIA's federal mandate would require Alberta to expand the authority and responsibilities of Service Alberta and Red Tape Reduction or stand up a new national defence department and agency with associated authority. This is conditional on an independent Alberta pursuing armed forces.

NATIONAL CAPITAL COMMISSION

The National Capital Commission (NCC) is a federal Crown corporation under the National Capital Act, responsible for planning and stewarding Canada's Capital Region. NCC fulfils three roles in the National Capital Region: long-term planner of federal lands, principal steward of nationally significant public places and creative partner in development and conservation. It owns more than 11 per cent of the region's lands and reports to Parliament through the Minister for Public Works and Procurement. The board is governed by a chairperson, a chief executive officer, and 13 other members.

NCC Summary

National 2024–2025 Spending: $174,833,000	• Expenses: $174,833,000
Full-Time Equivalent Staff: 604	• Employees: 604
Source: 2024–25 Annual report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $157,042,000 • 2027–2028: $160,023,000 • 2028–2029: $166,359,000
Source: 2028–29 Corporate plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Long-term planning	$7,467,000	4.3
Stewardship and protection	$129,839,000	74.3
Internal services	$37,527,000	21.5
Total Expenditures	**$174,833,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Rental operations and easements	$27,428,000	42.5
Recoveries	$8,384,000	13.0
User access fees	$3,329,000	5.2
Interest	$11,696,000	18.1
Gain on disposal of tangible capital assets	$9,000	0.0
Other revenues	$13,682,000	21.2
Total Revenues	**$64,528,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is some equivalent functionality. The NCC plans and stewards Canada's Capital Region. Alberta has no dedicated capital-commission body for Edmonton with only loose planning parallels via Alberta Infrastructure and the legacy Edmonton Metropolitan Region Board.[21] Provincial land-use and development are governed by the Alberta Land Stewardship Act under the Alberta Land-use Framework. Localized planning is carried out by Municipal Planning Commissions (MPCs) or the Land and Property Rights Tribunal. Replicating the NCC's federal mandate would require Alberta to expand the authority and responsibility of an existing ministry (e.g., Arts, Culture and Status of Women or Tourism and Sport) and stand up a capital planning agency.

SHARED SERVICES CANADA

Shared Services Canada (SSC) is a department providing the federal government's information-technology infrastructure. SSC provides Government of Canada institutions with secure and reliable information technology (IT) services and tools — including email, data centres, networks and devices — that enable the delivery of government programs and services. As the main provider of IT services to the Government of Canada, it also plays a significant cybersecurity role in defending government networks. The Shared Services Canada Act sets out the legal authorities for the Minister responsible to provide these centralized administrative shared services.

SSC Summary

National 2024–2025 Spending: $2,617,013,300	• Common Government of Canada IT operations: $2,275,814,878 • Internal services: $341,198,422
Full-Time Equivalent Staff: 9,346	• Common Government of Canada IT operations: 7,516 • Internal services: 1,830
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $2,361,524,776 • 2027–2028: $2,266,253,632 • 2028–2029: $2,100,795,675
Source: 2026–27 Departmental plan	

[21] Disbanded in 2025 (source; source).

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Data centre information technology operations	$744,846,643	28.5
Enterprise services design and delivery	$361,279,869	13.8
Connectivity	$347,522,945	13.3
Telecommunications	$319,557,610	12.2
Security	$241,225,439	9.2
Workplace technologies	$231,735,563	8.9
Information technology services	$92,041,519	3.5
Human resources management services	$65,215,433	2.5
Financial management services	$50,428,797	1.9
Management and oversight services	$48,357,801	1.8
Acquisition management services	$33,411,936	1.3
Cloud	$29,646,810	1.1
Real property management services	$22,917,319	0.9
Information management services	$12,423,489	0.5
Communications services	$12,228,501	0.5
Materiel management services	$4,173,625	0.2
Total Expenditures	**$2,617,013,300**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Sale of goods and services	$864,547,000	101.3
Miscellaneous revenues	$497,000	0.1
Revenues earned on behalf of Government	–$11,573,000	–1.4
Total Revenues	**$853,471,000**	**100**

Alberta Equivalent

The direct Alberta equivalent is Technology and Innovation. There is a strong functional parallel. SSC provides federal government IT infrastructure and Technology and Innovation provides IT and shared services. Given Alberta's existing institutional capacity and functionality, an independent Alberta is unlikely to need to replicate SSC's federal mandate, though it would need to expand Technology and Innovation to support a larger Alberta public service.

PAYMENTS IN LIEU OF TAXES DISPUTE ADVISORY PANEL

The Payments in Lieu of Taxes Dispute Advisory Panel advises the Minister of Public Services and Procurement on disputes between the federal government and local taxing authorities over payments the federal government makes in lieu of property taxes on federal properties (which are constitutionally exempt from local taxation). The panel reviews disagreements about property values, effective rates, or amounts, and provides recommendations under the Payments in Lieu of Taxes Act.

There is no separate budget information for this entity. Its budget is embedded within Public Services and Procurement Canada.

Alberta Equivalent

There is no direct Alberta equivalent, though Alberta also has a Grants in Place of Taxes program (source). Alberta has municipal property-assessment complaint mechanisms (Assessment Review Boards and the Land and Property Rights Tribunal) address provincial property assessment, but there is no equivalent to a federal PILT dispute panel specific to Crown lands. Replicating the PILT Dispute Advisory Panel's federal mandate would require Alberta to expand the authority and responsibilities of existing property tax dispute mechanisms or stand up a new agency.

OFFICE OF THE PROCUREMENT OMBUD

The Office of the Procurement Ombud (OPO) is an independent organization reviewing federal procurement and resolving contract disputes. OPO is a neutral and independent organization of the Government of Canada that helps resolve contracting disputes between businesses and the federal government. Under the Department of Public Works and Government Services Act and the Procurement Ombudsman Regulations, the Procurement Ombud reviews certain complaints about the award of lower value contracts and about the administration of contracts regardless of value, reviews departments' procurement practices for fairness, openness, and transparency, and provides alternative dispute resolution. It operates at arm's length from Public Services and Procurement Canada, and the Ombud's annual report is tabled in Parliament by the Minister of Public Services and Procurement.

OPO Summary

National 2024–2025 Spending: $5,356,262.93	• Procurement Ombud: $5,356,262.93
Full-Time Equivalent Staff: 33	• Employees: 33
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $4,389,120.00 • 2027–2028: $4,271,132.00 • 2028–2029: $4,045,923.00
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Procurement Ombud	$5,356,262.93	100
Total Expenditures	**$5,356,262.93**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is some matching functionality. The Procurement Ombud handles federal procurement complaints. Alberta has no stand-alone procurement ombud; procurement policy and oversight sits in both Service Alberta and Treasury Board and Finance. Replicating OPO's federal mandate would require Alberta to expand the authority and responsibility of relevant ministries (Service Alberta or Treasury Board and Finance) or potentially consolidate procurement oversight in one ministry and stand up a procurement oversight agency.

TRANSLATION BUREAU

The Translation Bureau is the federal translation and linguistic-services organization within PSPC. The Translation Bureau is the federal government's central provider of translation, interpretation, and terminology services to federal departments, agencies, and Parliament. As described in PSPC's mandate, it is the largest linguistic-services organization in Canada. It is an operating arm of PSPC rather than a standalone department or agency. It does not have an independent budget.

Alberta Equivalent

There is no direct Alberta equivalent. The Translation Bureau is the federal government's central translation service (tied to official bilingualism). Alberta has no equivalent central translation bureau. French-language and translation services in Alberta are limited and sit within Communications and Public Engagement. As a unilingual jurisdiction where English is the official language, an independent Alberta is unlikely to replicate the Translation Bureau's functionality.

TRANSPORT CANADA (TC)

TC is the federal department responsible for transportation policy, regulation and safety under the Department of Transport Act. Transport Canada is responsible for developing regulations, policies and services for road, rail, marine and air transportation. It is responsible for developing and overseeing the Government of Canada's transportation policies and programs so that Canadians can have access to a transportation system that is safe and secure; green and innovative; and efficient. It reports to Parliament through the Minister of Transport.

Transport Canada's portfolio includes pilotage authorities (Atlantic, Great Lakes, Laurentian, and Pacific); the Buffalo and Fort Erie Public Bridge Authority; the Canadian Air Transport Security Authority (CATSA); the Canadian Transportation Agency; the Federal Bridge Corporation; Marine Atlantic; 17 Port Authorities; Ship and Rail Compensation Canada; the Transportation Appeal Tribunal; and VIA Rail Canada and Alto.

TC Summary

National 2024–2025 Spending: $3,621,009,429	• Safe and secure transportation system: $531,624,520 • Green and innovative transportation system: $1,499,450,072 • Efficient transportation system: $1,301,033,946 • Internal services: $288,900,892
Full-Time Equivalent Staff: 6,859	• Safe and secure transportation system: 3,530 • Green and innovative transportation system: 917 • Efficient transportation system: 679 • Internal services: 1,732
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $3,940,442,707 • 2027–2028: $4,180,462,485 • 2028–2029: $3,245,252,455
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Climate change and clean air	$1,215,168,784	33.6
Transportation infrastructure	$626,020,705	17.3
National trade corridors	$555,568,854	15.3
Protecting oceans and waterways	$170,108,959	4.7
Aviation safety oversight	$139,769,697	3.9
Transportation marketplace frameworks	$97,522,206	2.7
Information technology services	$78,007,414	2.2
Transportation innovation	$52,661,710	1.5
Management and oversight services	$50,356,928	1.4
Marine safety oversight	$48,919,562	1.4
Aviation safety regulatory framework	$46,283,864	1.3
Rail Safety Improvement Program	$38,100,945	1.1
Environmental stewardship of transportation	$38,053,027	1.1
Multi-modal and road safety oversight	$36,462,313	1.0
Human resources management services	$36,316,168	1.0
Financial management services	$35,691,075	1.0

Program	Total Canada Spending	Share of Total Spending (%)
Rail safety oversight	$35,195,043	1.0
Aviation security oversight	$32,701,836	0.9
Aircraft services	$28,431,406	0.8
Transportation of dangerous goods oversight	$26,893,036	0.7
Information management services	$25,407,543	0.7
Transportation analysis	$21,922,181	0.6
Multi-modal and road safety regulatory framework	$20,131,165	0.6
Real property management services	$19,779,702	0.5
Legal services	$18,002,246	0.5
Communications services	$17,577,021	0.5
Marine safety regulatory framework	$14,128,157	0.4
Navigation Protection Program	$11,879,748	0.3
Indigenous partnerships and engagement	$11,577,843	0.3
Transportation of dangerous goods regulatory framework	$10,839,299	0.3
Marine security oversight	$10,187,710	0.3
Emergency management	$9,463,470	0.3
Security clearances	$8,913,879	0.2
Aviation security regulatory framework	$6,749,618	0.2
Rail Security Program	$4,978,198	0.1
Acquisition management services	$4,849,540	0.1
Intermodal surface security regulatory framework	$4,759,615	0.1
Transportation of dangerous goods technical support	$3,838,817	0.1
Rail safety regulatory framework	$3,396,898	0.1
Materiel management services	$2,913,254	0.1
Marine security regulatory framework	$1,479,990	0.0
Total Expenditures	**$3,621,009,429**	**100**

Alberta Equivalent

Alberta has a departmental match on the transportation portfolio with Alberta Transportation and Economic Corridors. Transport Canada also carries aviation, marine and rail safety regulation roles that are largely federal. Replicating Transport Canada's federal mandate would require Alberta to expand the authority and responsibilities of Alberta Transportation and Economic Corridors.

TC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Transport Canada listed in the public accounts include the Canadian Air Transport Security Authority; the Canadian Transportation Agency; Marine Atlantic Inc.; The Federal Bridge Corporation Limited; VIA HFR – VIA TGF Inc. (Alto); and VIA Rail Canada Inc.

Special operating agencies under Transport Canada but not listed in the public accounts are the Atlantic Pilotage Authority Canada; the Buffalo and Fort Erie Public Bridge Authority; the Great Lakes Pilotage Authority Canada; the Laurentian Pilotage Authority Canada; the Pacific Pilotage Authority Canada; the Ship and Rail Compensation Canada; 17 port authorities; and the Transportation Appeal Tribunal of Canada.

ATLANTIC PILOTAGE AUTHORITY

The Atlantic Pilotage Authority (APA) is a federal Crown corporation. It establishes, operates, maintains and administers, in the interest of safety, an efficient marine pilotage service in the waters in and around the four Atlantic provinces (and certain waters of Chaleur Bay, Quebec). Established under the Pilotage Act, it hires, trains and licenses pilots, issues pilotage certificates, and is required to operate on a self-sustaining financial basis through tariffs. It reports to Parliament through the Minister of Transport.

Alberta Equivalent

As Alberta is landlocked there is no provincial equivalent. Given the APA's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

BUFFALO AND FORT ERIE PUBLIC BRIDGE AUTHORITY

The Buffalo and Fort Erie Public Bridge Authority is a binational public bridge authority. The Buffalo and Fort Erie Public Bridge Authority owns and operates the Peace Bridge connecting Fort Erie, Ontario with Buffalo, New York. It is a joint Canada-US body governing an international crossing listed under the Transport portfolio.

Buffalo and Fort Erie Public Bridge Authority Summary

National 2024–2025 Spending: $22,283,000	• Operating expenses: 22,283,000
Full-Time Equivalent Staff: 8	• Staff: 8
Source: 2024–25 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Toll collection and traffic control	$1,885,000	8.5
Maintenance of bridge, buildings, plazas, and equipment	$4,701,000	21.1
Administration	$4,867,000	21.8
Pension	$836,000	3.8
Other postemployment benefits	$77,000	0.3
Other expenses	$1,318,000	5.9
Gain on asset disposal/impairment	–$26,000	–0.1
Depreciation	$8,625,000	38.7
Total Expenditures	**$22,283,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Toll revenues	$29,543,000	79.6
Rental and other revenues	$7,549,000	20.4
Total Revenues	**$37,092,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent; while Alberta has international border crossings, none of them are bridges, and its border crossings with British Columbia, Saskatchewan and Northwest Territories are all ground-level points of entry. Given the Authority's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

CANADIAN AIR TRANSPORT SECURITY AUTHORITY

The Canadian Air Transport Security Authority (CATSA) is a federal Crown corporation for aviation security screening under the CATSA Act. CATSA provides key air-traveller security screening at designated Canadian airports — pre-board screening of passengers and their belongings, hold (checked) baggage screening, non-passenger screening for restricted areas and the Restricted Area Identity Card program. CATSA is responsible for the delivery of effective and efficient screening of persons who access aircraft or restricted areas through screening points, the property in their possession or control and the belongings or baggage that they give to an air carrier for transport. It is funded by parliamentary appropriations and reports to Parliament through the Minister of Transport.

CATSA Summary

National 2024–2025 Spending: $1,079,165,190	• Canadian Air Transport Security Authority: $1,079,165,190
Full-Time Equivalent Staff: 8,107	• CATSA staff: 507 • Screening officers: 7,600
Source: Infographic for Canadian Air Transport Security Authority; Deputy Minister's appearance at the Committee of the Whole (CoW) Senate	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Canadian Air Transport Security Authority	$1,079,165,190	100
Total Expenditures	**$1,079,165,190**	**100**

Alberta Equivalent

There is no Alberta equivalent as aviation and transportation security is federal jurisdiction. Replicating CATSA's federal mandate would require Alberta to expand the authority and responsibility of Public Safety and Emergency Preparedness or Transportation and Economic Corridors and stand up a new transportation security screening agency.

CANADIAN TRANSPORTATION AGENCY

The Canadian Transportation Agency (CTA) is an independent, quasi-judicial tribunal and economic regulator of transportation. The Agency's core mandate is to help ensure the efficiency and accessibility of the national transportation system with a range of authorities and tools. The Canadian Transportation Agency makes decisions on matters involving federally regulated air, rail and marine transportation, primarily under the Canada Transportation Act, and is part of the Transport and Infrastructure portfolio. It has three main roles: economic regulation (issuing licences, permits and approvals and setting ground rules for the sector); dispute resolution (using tools ranging from facilitation and mediation to arbitration and adjudication); and protecting the rights of travellers, including air passenger consumer protection and the accessibility of the federal transportation network. It has the powers of a superior court and reports through the Minister of Transport.

CTA Summary

National 2024–2025 Spending: $58,705,512	• Independent regulatory and dispute-resolution services for transportation providers and users: $44,118,074 • Internal services: $14,587,438
Full-Time Equivalent Staff: 408	• Independent regulatory and dispute-resolution services for transportation providers and users: 317 • Internal services: 91
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $35,702,168 • 2027–2028: $35,741,197 • 2028–2029: $35,700,354
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Dispute resolution	$28,844,517	49.1
Determinations and compliance	$15,273,557	26.0
Internal services	$14,587,438	24.8
Total Expenditures	**$58,705,512.61**	**100**

Alberta Equivalent

There is no direct Alberta equivalent though there is a partial functional matching as Transportation and Economic Corridors engages in some transportation regulation. The CTA is an economic regulator and tribunal for federally regulated transport (air, rail and marine). Alberta regulates provincial transport within its ministry; there is no equivalent quasi-judicial agency. Replicating CTA's federal mandate would require Alberta to expand the authority and responsibilities of Transportation and Economic Corridors and potentially stand up a new agency. As Alberta is landlocked, only the air and rail functionality would need to be fully replicated, with new Alberta functions excluding oceanic regulation but including other waterways (lakes, rivers, etc.).

FEDERAL BRIDGE CORPORATION LIMITED

The Federal Bridge Corporation Limited (FBCL) is a Crown corporation operating federal international bridges. FBCL's mandate is to provide stewardship so that its international bridges and associated structures are safe and efficient for users. Its activities include the design, construction, acquisition, financing, maintenance, operation, management, and repair or reconstruction of bridges and related structures, as directed by the governor-in-council.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Operations	$10,705,000	21.8
Thousand Islands International Bridge expenses	$7,250,000	14.8
Maintenance	$14,755,000	30.0
CBSA & CFIA operations	$8,575,000	17.5
Administration	$7,331,000	14.9
Additional funding of SIBC operations	$480,000	1.0
Total Expenditures	**$49,096,000**	**100**

Alberta Equivalent

There is no Alberta equivalent as Alberta has no international bridges. Given the FBCL's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

GREAT LAKES PILOTAGE AUTHORITY

The Great Lakes Pilotage Authority (GLPA), established under the Pilotage Act and headquartered in Cornwall, Ontario, is one of Canada's four regional pilotage authorities. It establishes and operates safe and efficient marine pilotage services in designated Great Lakes and adjacent waters (and the waters of Churchill, Manitoba), largely for foreign-flagged ocean-going ships during the St. Lawrence Seaway navigation season, coordinating with the United States Coast Guard. It is financially self-sufficient and reports to Parliament through the Minister of Transport.

Alberta Equivalent

As Alberta is landlocked there is no provincial equivalent. Given the GLPA's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

LAURENTIAN PILOTAGE AUTHORITY

The Laurentian Pilotage Authority (LPA) is a Crown corporation and one of Canada's four regional pilotage authorities established under the Pilotage Act. Headquartered in Montreal, it establishes, operates, maintains and administers safe and efficient marine pilotage services in compulsory pilotage waters of the St. Lawrence River and its approaches (including the Port of Montreal). It is intended to be financially self-sufficient and reports to Parliament through the Minister of Transport.

Alberta Equivalent

As Alberta is landlocked, there is no provincial equivalent. Given the LPA's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

MARINE ATLANTIC

Marine Atlantic Inc. is a federal Crown corporation that fulfils Canada's constitutional obligation to provide year-round freight and passenger ferry service between North Sydney, Nova Scotia, and Port aux Basques, Newfoundland and Labrador. It also operates a seasonal (non-constitutional) service between North Sydney and Argentia, Newfoundland and Labrador. It owns three ferry terminals and operates a fleet of ice-class vessels, and reports to Parliament through the Minister of Transport.

Alberta Equivalent

As Alberta is landlocked there is no provincial equivalent. Given the Marine Atlantic's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

PACIFIC PILOTAGE AUTHORITY CANADA

The Pacific Pilotage Authority (PPA) is a Crown corporation and one of Canada's four regional pilotage authorities under the Pilotage Act. It is responsible for safe and efficient marine pilotage through the coastal waters of British Columbia, including the Fraser River. It is intended to be financially self-sufficient and reports to Parliament through the Minister of Transport.

Alberta Equivalent

As Alberta is landlocked there is no provincial equivalent. Given the PPA's location and functionality, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings.

PORT AUTHORITIES

Canada operates 17 port authorities under the Canada Marine Act: Belledune Port Authority (NB); Halifax Port Authority (NS); Hamilton-Oshawa Port Authority (ON); Harbour of Québec/Québec Port Authority (QC); Montréal Port Authority (QC); Nanaimo Port Authority (BC); Port Alberni Port Authority (BC); Prince Rupert Port Authority (BC); Saguenay Port Authority (QC); Saint John Port Authority (NB); Sept-Îles Port Authority (QC); St. John's Port Authority (NL); Thunder Bay Port Authority (ON); Toronto Port Authority (ON); Trois-Rivières Port Authority (QC); Vancouver Fraser Port Authority (BC); and the Windsor Port Authority (ON).

Canada Port Authorities are arm's-length, financially self-sufficient federal agents of the Crown that manage federal port lands and marine infrastructure, oversee navigation, cargo, and tenant operations, and support trade through their harbours. They are governed by boards of directors and operate on commercial principles without ordinary appropriations, within the Transport portfolio.

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Nanaimo Port Authority (BC)	$7,832,657	1.1
Port Alberni Port Authority (BC)	$4,222,695	0.6
Prince Rupert Port Authority (BC)	$51,125,000	7.4
Vancouver Fraser Port Authority (BC)	$236,678,000	34.3
Hamilton-Oshawa Port Authority (ON)	$36,370,070	5.3
Toronto Port Authority (ON)	$56,557,000	8.2
Thunder Bay Port Authority (ON)	$3,888,070	0.6
Windsor Port Authority (ON)	$1,869,411	0.3
Montreal Port Authority (QC)	$129,507,000	18.8
Quebec Port Authority (QC)	$41,614,272	6.0

Saguenay Port Authority (QC)	$4,185,031	0.6
Sept-Îles Port Authority (QC)	$20,692,000	3.0
Trois-Rivières Port Authority (QC)	$10,349,765	1.5
Belledune Port Authority (NB)	$8,171,273	1.2
St. John's Port Authority (NL)	$8,001,863	1.2
Halifax Port Authority (NS)	$41,749,000	6.1
Saint John Port Authority (NB)	$26,458,000	3.8
Total Expenditures	**$689,271,107**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Nanaimo Port Authority (BC)	$13,081,104	1.3
Port Alberni Port Authority (BC)	$5,907,524	0.6
Prince Rupert Port Authority (BC)	$74,575,000	7.6
Vancouver Fraser Port Authority (BC)	$379,496,000	38.9
Hamilton-Oshawa Port Authority (ON)	$46,910,005	4.8
Toronto Port Authority (ON)	$81,305,000	8.3
Thunder Bay Port Authority (ON)	$4,060,843	0.4
Windsor Port Authority (ON)	$2,052,698	0.2
Montreal Port Authority (QC)	$143,047,000	14.6
Quebec Port Authority (QC)	$63,868,927	6.5
Saguenay Port Authority (QC)	$7,000,148	0.7
Sept-Îles Port Authority (QC)	$34,484,000	3.5
Trois-Rivières Port Authority (QC)	$14,143,120	1.4
Belledune Port Authority (NB)	$8,997,758	0.9
St. John's Port Authority (NL)	$9,333,978	1.0
Halifax Port Authority (NS)	$56,788,000	5.8
Saint John Port Authority (NB)	$31,406,000	3.2
Total Revenues	**$976,457,105**	**100**

Alberta Equivalent

As Alberta is landlocked there is no provincial equivalent. Given the various port authorities' location and purpose, an independent Alberta is unlikely to replicate this functionality, representing a potential cost-savings as well as foregone revenue.

SHIP AND RAIL COMPENSATION CANADA

Ship and Rail Compensation Canada (SRCC) is the federal compensation administration for ship- and rail-source incidents. It administers federal compensation funds related to certain transportation incidents, including the Ship-source Oil Pollution Fund (compensation for oil-pollution damage from ships in Canadian waters[22]) and the Fund for Railway Accidents Involving Designated Goods (compensation related to specified rail accidents). It assesses and pays eligible claims and, where applicable, recovers costs from responsible parties. It operates within the Transport portfolio, administered by an appointed Administrator.

SRCC Summary

National 2024–2025 Spending: $1,640,303	• Operating expenses (Rail Fund): $1,640,303 • Operating expenses (Ship Fund): $2,956,256
Full-Time Equivalent Staff: ~30	• Employees (Rail Fund): 4 • Employees (Ship Fund): 4 • Employees (Leadership and Corporate Services): 19
Source: 2024-25 Annual report Rail Fund; 2024-25 Annual report Ship Fund; Ship and Rail Compensation Canada – Our Team	

2024-25 Program Spending (Rail); 2024-25 Program Spending (Ship)

Program	Total Canada Spending	Share of Total Spending (%)
Administrative services, salaries and office expenses (Rail)	$1,208,463	26.3
Administrator and deputy administrator's fees (Rail)	$137,901	3.0
Consulting fees (Rail)	$132,138	2.9
Rent (Rail)	$72,526	1.6
Travel (Rail)	$61,038	1.3
Audit fees (Rail)	$11,018	0.2
Amortization of capital assets (Rail)	$17,219	0.4
Administrative services, salaries and office expenses (Ship)	$1,839,180	40.0
Consulting fees (Ship)	$441,295	9.6
Administrator and deputy administrator's fees (Ship)	$167,157	3.6
Rent (Ship)	$105,434	2.3
Travel (Ship)	$47,682	1.0
Legal fees (Ship)	$269,140	5.9
Audit fees (Ship)	$18,645	0.4
Amortization of capital assets (Ship)	$67,723	1.5
Total Expenditures	**$4,596,559**	**100**

2024-25 Revenues (Rail); 2024-25 Revenues (Ship)

Program	Total Canada Revenues	Share of Total Revenues (%)
Levy (Rail)	$2,943,256	15.1
Interest (Rail)	$3,235,746	16.6
Interest (Ship)	$12,850,986	65.8
Recoveries related to claims and previously awarded settlements (Ship)	$505,423	2.6
Total Revenues	**$19,535,411**	**100**

[22] Canadian waters are defined as both salt and fresh waters, and include internal waters, territorial sea and the exclusive economic zone.

Alberta Equivalent

There is no Alberta equivalent. Ship-source oil-pollution compensation is a federal, marine matter and rail-accident compensation for designated goods is likewise administered federally. Alberta has no equivalent compensation fund. Replicating the SRCC's federal mandate would require Alberta to expand the authority and responsibilities of Transportation and Economic Corridors and potentially stand up a new agency and compensation fund.

TRANSPORTATION APPEAL TRIBUNAL OF CANADA

The Transportation Appeal Tribunal of Canada (TATC) is an independent tribunal reviewing federal transportation enforcement and licensing decisions. The TATC is a quasi-judicial body established under the Transportation Appeal Tribunal of Canada Act. It provides an independent review process for federal enforcement and licensing decisions in the transportation sector — across aviation, marine, rail and bridges-and-tunnels modes — including reviews of administrative monetary penalties and medical certificates. Hearings are conducted informally and expeditiously according to the rules of natural justice through a two-level (review and appeal) process; more than half of its reviews concern aviation decisions. The Tribunal's function is entirely adjudicative and its chairperson is its chief executive officer.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent. The TATC reviews federal transport enforcement and licensing (aviation, marine, rail). Alberta has no equivalent multi-modal transport appeal tribunal; provincial transport appeals are split by subject matter across several bodies and ministries. Driver's licences and driving suspensions are handled by SafeRoads Alberta, within Transportation and Economic Corridors. Driver fitness, licence eligibility and related matters are handled by the Alberta Transportation Safety Board (ATSB). Decisions on commercial vehicle operating certificates, safety fitness ratings and carrier sanctions are dealt with through the ministry's carrier services function, with review and appeal mechanisms internal to Transportation and Economic Corridors. Traffic offences go through the Alberta Court of Justice, with appeals to the Court of King's Bench. Decisions not covered by a specific appeal body may be challenged through judicial review at the Court of King's Bench, which is the general backstop for administrative decisions in Alberta. Replicating TATC's federal mandate would require expanding the authority and responsibilities of Justice and Trade and Economic Corridors and consolidating the above-listed bodies into a single agency.

VIA RAIL CANADA AND ALTO

VIA Rail Canada Inc. is a federal Crown corporation operating Canada's national passenger rail service. It provides intercity service — concentrated in the Quebec City–Windsor corridor — along with long-haul transcontinental routes in Eastern and Western Canada and service to regional and remote communities, aiming to offer safe, accessible, efficient, reliable and environmentally responsible rail travel. It is incorporated under the Canada Business Corporations Act, has no enabling legislation of its own and is appropriation-dependent. It operates over a network mostly owned by other railways (chiefly Canadian National Railway). It is governed by a board appointed by the governor-in-council and reports to Parliament through the Minister of Transport.

VIA Rail provides service in Alberta to Edmonton, Banff and Jasper (source).

Alto is a wholly owned subsidiary of VIA Rail with a mandate to develop and implement the new high frequency passenger rail service between major Ontario and Quebec city centres including Toronto, Ottawa, Montreal and Quebec City (source).

VIA Rail Canada Summary

National 2024–2025 Spending: $878,574,403	• VIA Rail Inc: $878,574,403
Full-Time Equivalent Staff: 3,867	• Employees: 3,867
Source: 2025 Annual report	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
VIA Rail Canada Inc.	$878,574,403	100
Total Expenditures	**$878,574,403**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Total passenger revenues	$489,400,000	95.1
Other revenues	$25,400,000	4.9
Total Revenues	**$514,800,000**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. VIA Rail operates a federal national passenger rail service. Alberta has no passenger-rail Crown corporation, though it is actively developing provincial passenger-rail plans under its transportation ministry; there is no current equivalent entity. Replicating VIA Rail's federal mandate would require Alberta to expand the authority and responsibility of Transportation and Economic Corridors and stand up an independent agency or Crown corporation for passenger rail transportation. Alternatively, an independent Alberta may choose to forgo this role and functionality. An independent Alberta would also likely need to negotiate with Canada over VIA Rail's continued passenger rail service through Alberta.

TREASURY BOARD OF CANADA SECRETARIAT (TBS)

The TBS is the administrative arm of the Treasury Board (the cabinet committee responsible for the financial management of the federal government) and a central agency of the Government of Canada; its legislative foundation is the Financial Administration Act. It has a dual mandate — to support the Treasury Board as a committee of ministers and to fulfil the statutory responsibilities of a central agency — performing oversight, enabling, and advisory roles. It supports the Treasury Board in its roles as the budget office and management board (overseeing expenditure plans, preparing the estimates and setting management policies) and as the employer of the core public administration (compensation, labour relations and people management). It reports to Parliament through the President of the Treasury Board.

Treasury Board's portfolio includes the Canada School of Public Service; the Office of the Commissioner of Lobbying; the Office of the Public Sector Integrity Commission; the Public Sector Pension Investment Board; the Public Service Pension Advisory Committee; and the Public Servants Disclosure Protection Tribunal.

TBS Summary

National 2024–2025 Spending: $11,036,272,973	• Spending oversight: $47,083,295 • Administrative leadership: $117,812,064 • Employer: $10,754,872,273 • Regulatory oversight: $12,113,475 • Internal services: $104,391,866
Full-Time Equivalent Staff: 2,422	• Spending oversight: 297 • Administrative leadership: 739 • Employer: 641 • Regulatory oversight: 68 • Internal services: 677
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $11,835,071,239 • 2027–2028: $11,746,412,941 • 2028–2029: $10,720,365,083
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Public service employer payments	$10,653,709,488	96.5
Employer Program	$101,162,784	0.9
Comptrollership Program	$57,485,782	0.5
Digital Government Program	$55,101,539	0.5
Oversight and Treasury Board support	$26,449,000	0.2
Information technology services	$24,947,808	0.2
Management and oversight services	$21,224,002	0.2
Expenditure data, Analysis, results, and reviews	$20,634,294	0.2
Human resources management services	$14,538,193	0.1
Communications services	$13,241,569	0.1
Regulatory policy, oversight, and cooperation	$12,113,475	0.1
Legal services	$11,596,224	0.1
Financial management services	$10,857,707	0.1
Real property management services	$3,719,425	0.0

Program	Total Canada Spending	Share of Total Spending (%)
Public service accessibility	$2,632,338	0.0
Communications and federal identity policies and initiatives	$2,592,406	0.0
Information management services	$1,744,969	0.0
Acquisition management services	$1,594,626	0.0
Materiel management services	$927,345	0.0
Total Expenditures	**$11,036,272,973**	**100**

Alberta Equivalent

The direct Alberta equivalents are Alberta Treasury Board (within Treasury Board and Finance) and the Alberta Public Service Commission (employer role). TBS is the federal management board and central agency and employer. Alberta's Treasury Board function sits within Treasury Board and Finance, with the employer role in the Public Service Commission; the functional match is split across the two Alberta bodies. Replicating TBS' federal mandate within Alberta would require expanding and combining Alberta Treasury Board and the Alberta Public Service Commission. Alternatively, an independent Alberta may choose to retain its current organizational structure. New authorities in an independent Alberta would also require an expansion of the public service.

TBS AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Treasury Board listed in the public accounts include the Canada School of Public Service; the Office of the Commissioner of Lobbying; and the Office of the Sector Integrity Commissioner.

Special operating agencies under Treasury Board but not listed in the public accounts are the Public Sector Pension Investment Board; the Public Servants Disclosure Protection Tribunal; and the Public Service Pension Advisory Committee.[23]

CANADA SCHOOL OF PUBLIC SERVICE

The Canada School of Public Service (CSPS) is a departmental corporation for public-service training. CSPS is the common learning institution for the federal public service, established under the Canada School of Public Service Act. It acquires, manages and delivers training, orientation and development programs for public-service managers and employees, and supports departments through programs, studies and documentation. Its president is the chief executive officer and has the rank and status of a deputy minister.

CSPS Summary

National 2024–2025 Spending: $98,781,330	• Common public service learning: $71,018,720 • Internal services: $27,762,610
Full-Time Equivalent Staff: 614	• Common public service learning: 459 • Internal services: 155
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $88,055,308 • 2027–2028: $83,701,263 • 2028–2029: $80,282,397
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Learning	$71,018,720	71.9
Internal services	$27,762,610	28.1
Total Expenditures	**$98,781,330**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Regulatory fees (exchange)	$20,282,000	100.0
Gain on disposal of non-capital assets to outside parties	$6,000	0.0
Total Revenues	**$20,288,000**	**100**

[23] Not discussed further as limited information is available. This is a 13-member body established under the Public Service Superannuation Act. It provides advice to the President of the Treasury Board on the public service pension plan's administration, benefit design and funding, and any other matters the President refers to it (source).

Alberta Equivalent

The Alberta equivalent is the Alberta Public Service Commission, which fulfils learning and training functions. Alberta does not have a stand-alone public-service school of the same profile as CSPS. Replicating the Canada School of Public Service's federal mandate would require expanding the authority of the Alberta Public Service Commission. Additional authorities taken on by Alberta in an independence scenario would likely also require expanded training requirements for Alberta's public servants, necessitating expansion of APSC.

OFFICE OF THE COMMISSIONER OF LOBBYING OF CANADA

The Office of the Commissioner of Lobbying of Canada is an independent Agent of Parliament regulating federal lobbying. The Commissioner of Lobbying with the support of the Office administers the Lobbying Act and the Lobbyists' Code of Conduct maintains and enhances the Registry of Lobbyists. It also expands awareness and understanding of the lobbying regime and compliance obligations through education and conducts compliance work that supports respect of federal lobbying requirements.

Commissioner of Lobbying Summary

National 2024–2025 Spending: $6,090,000	• Regulation of lobbying: $4,218,000 • Internal services: $1,872,000
Full-Time Equivalent Staff: 33	• Regulation of lobbying: 24 • Internal services: 9
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $6,146,000 • 2027–2028: $6,146,000 • 2028–2029: $6,146,000
Source: 2025–26 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Registration, education and compliance	$4,218,233	69.3
Internal services	$1,871,890	30.7
Total Expenditures	**$6,090,124**	**100**

Alberta Equivalent

There is no direct Alberta equivalent. Lobbyist regulation in Alberta is handled by the Office of the Ethics Commissioner of Alberta (which administers the Lobbyists Act). The federal Commissioner of Lobbying is stand-alone. In Alberta the lobbyist registry and regulation are administered by the Ethics Commissioner, so the functional equivalent is embedded in that office. Replicating the Commissioner of Lobbying's federal mandate would require Alberta to expand the authority of the Ethics Commissioner.

OFFICE OF THE PUBLIC SECTOR INTEGRITY COMMISSIONER

The Office of the Public Sector Integrity Commissioner (PSIC) is an independent agent of Parliament protecting whistleblowers in the public sector. It provides a secure and confidential mechanism for public servants and members of the public to disclose wrongdoing in the federal public sector, investigates such disclosures, and protects disclosers and those who participate in investigations from reprisal. The Commissioner reports directly to Parliament; where wrongdoing is found, a case report is tabled in the House of Commons and the Senate. The act covers most of the federal public sector (the Canadian Armed Forces, CSIS and Communications Security Establishment are excluded but must establish comparable internal regimes).

PSIC Summary

National 2024–2025 Spending: $6,764,763	• Public sector disclosures of wrongdoing and complaints of reprisal: $4,677,242 • Internal services: $2,087,521
Full-Time Equivalent Staff: 36.8	• Public sector disclosures of wrongdoing and complaints of reprisal: 28.6 • Internal services: 8.2
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $8,077,875 • 2027–2028: $8,008,947 • 2028–2029: $8,025,093
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Disclosure and reprisal management	$4,677,242	69.1
Internal services	$2,087,521	30.9
Total Expenditures	**$6,764,763**	**100**

Alberta Equivalent

The Alberta equivalent is the Alberta Public Interest Commissioner within the Office of the Ombudsman. There is a strong functional match: the Alberta Public Interest Commissioner administers whistleblower and public-interest disclosure protection under the provincial Public Interest Disclosure Act. As the functionality is already in place, an independent Alberta would likely only require an expanded office to account for an expanded public service.

PUBLIC SECTOR PENSION INVESTMENT BOARD

The Public Sector Pension Investment Board (PSP Investment) is a Crown corporation managing federal public-sector pension assets, established under the Public Sector Pension Investment Board Act. PSP Investments manages the amounts transferred to it by the Government of Canada in the best interests of contributors and beneficiaries and invests its assets to achieve a maximum rate of return without undue risk of loss. It manages contributions and benefits for the federal public service, the Canadian Forces, the Royal Canadian Mounted Police and the Reserve Force. Its head office is in the National Capital Region, and the Minister responsible is the President of the Treasury Board.

There is no future planned spending information available.

PSP Summary

National 2024–2025 Spending: $820,000,000	• Expenses: $820,000,000
Full-Time Equivalent Staff: ~1,000	• Employees: ~1,000
Source: 2024–25 Annual report	

2024–25 Program Spending

Funding Category and Agency	Total Canada Spending	Share of Total Spending (%)
Salaries and employee benefits	$534,000,000	65.1
Professional and consulting fees	$124,000,000	15.1
Premises and equipment	$21,000,000	2.6
Market data and business applications	$83,000,000	10.1
Depreciation of property and equipment	$20,000,000	2.4
Custodial fees	$5,000,000	0.6
Other operating expenses	$33,000,000	4.0
Total Expenditures	**$820,000,000**	**100**

2024–25 Revenues

Program	Total Canada Revenues	Share of Total Revenues (%)
Investment income	$36,078,000,000	100.0
Total Revenues	**$36,078,000,000**	**100**

Alberta Equivalent

The direct Alberta equivalent is the combination of Alberta Investment Management Corporation (AIMCo) and Alberta Pensions Services (APS). PSP Investments manages federal public-sector pension assets. In Alberta, AIMCo invests provincial public-sector pension assets and APS administers them; its function is parallel on the investment side. Operating as a provincial Crown corporation, AIMCo serves as the de facto provincial equivalent for institutional asset management, investing globally on behalf of public-sector pensions, endowments, insurance assets and government fund clients. Given existing institutional capacity and functionality, an independent Alberta is unlikely to need to replicate PSP Investment's functionality.

PUBLIC SERVANTS DISCLOSURE PROTECTION TRIBUNAL

The Public Servants Disclosure Protection Tribunal (PSDPTC) is an independent tribunal hearing reprisal complaints under whistleblower legislation. It was established under the Public Servants Disclosure Protection Act. It receives referrals from the Public Sector Integrity Commissioner to hear and decide complaints of reprisal taken against public servants who have made a protected disclosure of wrongdoing or co-operated in a related investigation. The Tribunal holds hearings that are chaired by one or three Tribunal members. The Tribunal can grant remedies to complainants and order disciplinary action against persons who make reprisals.

There is no separate budget information for this entity. Its budget is embedded within the Administrative Tribunals Support Service of Canada.

Alberta Equivalent

There is no direct Alberta equivalent though there is a functional match with the Alberta Public Interest Commissioner. The PSDP Tribunal adjudicates federal whistleblower reprisal complaints. Alberta's Public Interest Commissioner handles disclosure and reprisal matters provincially, without a separate tribunal. Replicating the PSDPTC's federal mandate would require Alberta to expand the authority of Justice and Alberta's Public Interest Commissioner and potentially stand up a new agency.

VETERANS AFFAIRS CANADA (VAC)

VAC is the federal department supporting veterans and their families. Veterans Affairs Canada operates under the Department of Veterans Affairs Act, which charges the Minister of Veterans Affairs with the care, treatment and re-establishment in civil life of those who served in the Canadian Forces or merchant navy and certain others. It offers a wide range of programs and services — disability benefits, health care, rehabilitation, financial supports and commemoration — to veterans of the world wars and the Korean War, Merchant Navy veterans, former and serving members of the Canadian Armed Forces, certain civilians, the RCMP and their families. The Veterans Affairs portfolio also includes the Veterans Review and Appeal Board and the Office of the Veterans' Ombudsman. VAC reports to Parliament through the Minister of Veterans Affairs.

VAC Summary

National 2024–2025 Spending: $7,630,043,185	• Benefits, services and support: $7,425,077,871 • Commemoration: $57,826,517 • Veterans Ombudsperson: 4,559,287 • Internal services: $142,579,511
Full-Time Equivalent Staff: 3,770.8	• Benefits, services and support: 2,744.3 • Commemoration: 87.2 • Veterans Ombudsperson: 33.3 • Internal services: 906
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026-2027: $8,171,287,460 • 2027-2028: $5,511,079,241 • 2028-2029: $5,494,868,499
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Disability benefits	$4,190,554,574	54.9
Income support	$1,451,871,654	19.0
Health care benefits	$909,371,458	11.9
Veterans Independence Program	$405,037,047	5.3
Transition support	$234,411,721	3.1
Long term care	$171,706,092	2.3
Canada Remembers Program	$51,842,986	0.7
Information technology services	$47,492,716	0.6
Caregiver recognition benefit	$30,470,342	0.4
Research and innovation	$26,383,267	0.3
Management and oversight services	$22,884,080	0.3
Human resources management services	$19,793,805	0.3
Financial management services	$16,998,910	0.2
Communications services	$14,162,703	0.2
Real property management services	$9,710,784	0.1
Funeral and burial program	$5,983,531	0.1
Legal services	$5,264,348	0.1

Program	Total Canada Spending	Share of Total Spending (%)
Veterans Ombudsperson	$4,559,287	0.1
War Veterans Allowance	$3,430,879	0.0
Information management services	$2,576,177	0.0
Materiel management services	$2,450,963	0.0
Veterans Emergency Fund	$1,840,838	0.0
Acquisition management services	$1,245,025	0.0
Total Expenditures	**$7,630,043,185**	**100**

Alberta Equivalent

There is no direct Alberta equivalent; veterans' affairs is primarily a federal responsibility. Alberta has no veterans-affairs department and only minor provincial recognition and support programs exist. Replicating Veterans Affairs Canada's federal mandate would require Alberta to stand up a new department or expand the authority of an existing ministry such as Assisted Living and Social Services. This would be conditional on an independent Alberta pursuing armed forces.

VAC AGENCIES AND OTHER ENTITIES

Agencies and other entities operating under Veterans Affairs listed in the public accounts include only the Veterans Review and Appeal Board. A special operating agency under Veterans Affairs not listed in the public accounts is the Office of the Veterans' Ombudsman.

OFFICE OF THE VETERANS' OMBUDSMAN

The Office of the Veterans' Ombudsman is an independent office reviewing fairness for veterans and other VAC clients. The Office of the Veterans' Ombud (Veterans Ombudsman) was created by an order-in-council. Its mandate is to review and address complaints from clients of Veterans Affairs Canada and their representatives, including individual decisions for which there is no right of appeal to the Veterans Review and Appeal Board, and to identify and review emerging and systemic issues related to programs and services provided by the Department or on its behalf, as well as systemic issues related to the Board. It works to ensure veterans, serving members of the Canadian Armed Forces and the RCMP, their families and other clients are treated in accordance with the Veterans Bill of Rights. The Ombud is an independent officer who reports directly to the Minister of Veterans Affairs.

There is no separate budget information for this entity. Its budget is embedded within Veterans Affairs Canada.

Alberta Equivalent

There is no direct Alberta equivalent, as veterans' affairs are federal jurisdiction. There is a potential functional match with the Alberta Ombudsman for general provincial administrative fairness. Replicating the Office of the Veterans' Ombudsman would require Alberta to expand the authority of the Alberta Ombudsman or stand up a new veterans' department and departmental agency or expand the authority of an existing ministry such as Assisted Living and Social Services. This would be conditional on an independent Alberta having a military.

VETERANS REVIEW AND APPEAL BOARD

The Veterans Review and Appeal Board (VRAB) is an independent tribunal hearing appeals on veterans' disability benefits. The Veterans Review and Appeal Board is an independent, quasi-judicial body established by the Veterans Review and Appeal Board Act that reports to Parliament through the Minister of Veterans Affairs. It provides veterans and other applicants with an independent appeal process for disability benefit decisions made by Veterans Affairs Canada under the Pension Act and the Veterans Well-being Act, with the authority to uphold, vary, or overturn those decisions, or refer them back to the Department; it also provides the final level of appeal for War Veterans Allowance claims. It corrects adjudication errors and lets applicants present additional evidence; its decisions are subject to judicial review by the Federal Court.

VRAB Summary

National 2024–2025 Spending: $21,260,607	• Appeals: $21,260,607
Full-Time Equivalent Staff: 169.3	• Appeals: 169.3
Source: **2024–25 Departmental results report**	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $23,079,330 • 2027–2028: $21,214,141 • 2028–2029: $15,962,206
Source: **2026–27 Departmental plan**	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Review and appeal	$21,260,606	100
Total Expenditures	**$21,260,606**	**100**

Alberta Equivalent

There is no direct Alberta equivalent, as veterans' affairs are federal jurisdiction. Replicating the VRAB would require Alberta to stand up a new veterans' department and departmental agency or expand the authority of an existing ministry such as Assisted Living and Social Services. This would be conditional on an independent Alberta having a military.

WOMEN, GENDER EQUALITY AND YOUTH

Women and Gender Equality Canada (WAGE) is a federal department for advancing gender equality. WAGE's mandate is to advance equality with respect to sex, sexual orientation and gender identity or expression — including the social, economic, and political equality of women, girls and 2SLGBTQI+ people. Acting as a convener, knowledge broker and capacity builder, it leads the systematic application of Gender-based Analysis Plus (GBA Plus) across the federal government, works to prevent and address gender-based violence, funds equality-seeking organizations and reports to Parliament through the Minister of Women and Gender Equality.

WAGE Summary

National 2024–2025 Spending: $368,962,159	• Advancing gender equality: $346,440,898 • Internal services: $22,521,261
Full-Time Equivalent Staff: 418	• Advancing gender equality: 272 • Internal services: 146
Source: 2024–25 Departmental results report	
Planned Spending: On core responsibilities and internal services	• 2026–2027: $414,566,238 • 2027–2028: $206,174,602 • 2028–2029: $205,742,784
Source: 2026–27 Departmental plan	

2024–25 Program Spending

Program	Total Canada Spending	Share of Total Spending (%)
Community action and innovation	$321,443,894	87.1
Expertise and outreach	$24,997,004	6.8
Internal services	$22,521,262	6.1
Total Expenditures	**$368,962,159**	**100**

Alberta Equivalent

The direct Alberta equivalent is Alberta Arts, Culture and Status of Women. There is a functional match on the status-of-women and gender-equality mandate; in Alberta, this is combined into the culture ministry. GBA Plus-style central coordination is a federal feature without a direct provincial analogue. Replicating the federal mandate of WAGE would require Alberta to expand the authority and mandate of Arts, Culture and Status of Women. Alternatively, an independent Alberta may choose to forgo this additional functionality.

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List of Acronyms

Appendix

The Economic and Fiscal Implications of Alberta Separation

September 2026

Acronym	Term
AB	Alberta
AER	Alberta Energy Regulator
APP	Alberta Pension Plan
ART	Agreements on Reciprocal Trade
AVG.	Average
B.C.	British Columbia
Bn / bn	Billion
CBAM	Carbon border adjustment mechanism
CBC	Columbia Broadcasting System
CBSA	Canada Border Services Agency
CDN	Canadian
CEO	Chief Executive Officer
CER	Canada Energy Regulator's
CFTA	Canada Free Trade Agreement
CGE	Computable General Equilibrium Model
CPI	Consumer Price Index
CPP	Canada Pension Plan
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
CUSMA	Canada-U.S.-Mexico Trade Agreement
DFAA	Disaster Financial Assistance Arrangements
DSA	Democratic Socialists of America
EI	Employment Insurance
EU	European Union
EVs	Electric vehicles
excl.	Excluding
FTA	Free trade agreement
FTE	Full-time equivalent
GC	Government of Canada
GDP	Gross domestic product
GHG	Greenhouse gas
GIS	Guaranteed Income Supplement
Govt	Government / governments
GST	Goods and Services Tax
IMF	International Monetary Fund
IRCC	Immigration, Refugees and Citizenship Canada

Acronym	Term
IT	Information Technology
MB	Manitoba
MFN	Most Favoured Nation
Mn / mn	Million
MoU	Memorandum of Understanding
NATO	North Atlantic Treaty Organization
N.B.	New Brunswick
N.L.	Newfoundland and Labrador
N.S.	Nova Scotia
OAS	Old Age Security
ODA	Official development assistance
OECD	Organisation for Economic Co-operation and Development
ON	Ontario
P.E.	Prince Edward Island
PQ	Parti Québécois
PTEA	Provincial and Territorial Economic Accounts
QC	Quebec
R-CALF	Ranchers-Cattlemen Action Legal Fund
RCMP	Royal Canadian Mounted Police
RoC	Rest of Canada
SAEI	Separate Alberta's Employment Insurance
SCC	Supreme Court of Canada
SK	Saskatchewan
SPPA	Separate Alberta's Pension Plan
TCA	Trade Continuity Agreement
TEU	Treaty on European Union
TMX	Trans Mountain Expansion
TRA	Tax and Revenue Administration
U.K.	United Kingdom
U.S.	United States of America
UN	United Nations Organization
USTR	United States Trade Representative
WCS	Western Canadian Select
WTI	West Texas Intermediate
WTO	World Trade Organization