



Financial Consumer
Agency of Canada

Agence de la consommation
en matière financière du Canada



BUSINESS PLAN

2026-2027





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©His Majesty the King in Right of Canada, as represented by the Minister of Finance Canada, April, 2026.

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Message from the Commissioner



I am pleased to present the 2026–2027 Business Plan of the Financial Consumer Agency of Canada (FCAC or the Agency). It describes our priorities, activities and planned budget.

The work we do to protect financial consumers and strengthen financial literacy has never been more important. While most Canadians have a strong foundation of financial knowledge and benefit from robust protections when dealing with financial institutions, emerging trends point to growing vulnerabilities. Rising household debt, increasing incidents of financial fraud, a progressively complex payment landscape, and the rapid expansion of products and services that fall outside existing consumer protection frameworks all pose significant challenges.

These pressures—among others that the Agency closely monitors with its partners—highlight the importance of proactive consumer protection oversight. They also reinforce the importance of targeted financial education to help Canadians make informed and confident financial decisions.

FCAC is well positioned to respond. Guided by our Strategic Plan for 2026–2029, we will continue to leverage research and data-collection to generate robust insights into the needs, preferences, challenges, barriers, and lived experiences of financial consumers in Canada. These insights directly inform our regulatory, education and policy work, and enable the Agency to proactively identify practices that harm consumers and take timely, effective action to address them.

In the year ahead, we look forward to advancing government priorities to address affordability and empower consumers. This includes initiatives that promote greater competition in the financial sector, address the growing threat of financial fraud, and help reduce fees that place financial pressure on Canadians. We will also enhance protections for those who are most at risk, including by supporting the development of a Code of Conduct for the Prevention of Economic Abuse.

Strong partnerships are fundamental to advancing our mission. To that end, we will continue to deepen our domestic collaborations, bringing Canadian stakeholders together to tackle complex challenges and amplify our collective impact. By strengthening these relationships, we help build a more inclusive, transparent, and resilient financial system that better serves and protects all Canadians.

As ever, we are committed to organizational excellence. By embracing innovation and prioritizing efficiency, transparency and sound stewardship, we position the Agency to adapt to change and meet evolving consumer protection challenges. This commitment is reinforced by our continued investment in our workforce and a culture that values diversity, inclusion, well being, and continuous improvement.

The dedication, expertise and professionalism of FCAC employees underpin our success and our ability to deliver on our mandate. Above all, we are firmly focused on putting financial consumers at the centre of everything we do, and fostering trust in Canada's financial system.

This business plan positions FCAC to navigate an evolving financial landscape and to deliver on its mandate with accountability and impact. We look forward to providing transparent reporting on our activities, outcomes, and the progress we make for Canadians.

Shereen Benzvy Miller
FCAC Commissioner

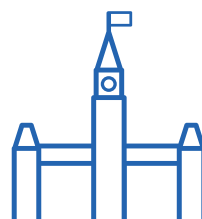
About FCAC



Established in 2001 to protect the rights and interests of consumers of financial products and services



Headed by a Commissioner appointed for a 5-year term by the Governor in Council



Reports annually to Parliament through the Minister of Finance



Supervises the market conduct of over 300 [federally regulated financial entities](#)¹



Protects the rights of Canadian businesses that accept credit card and debit card payments



Develops and implements the [National Financial Literacy Strategy](#) of Canada in collaboration with financial ecosystem stakeholders



Provides information, resources and tools for financial consumers on [Canada.ca](#)



Engages with Canadian and international [partners and collaborators](#)



Funded through annual fees charged to regulated entities



Employs approximately 260 employees

¹ Federally regulated entities consist of:

- federally regulated financial institutions ([FRFIs](#)), which include banks as well as federal credit unions, insurance companies, trust and loan companies, and retail associations
- Canada's external complaints body ([ECB](#)), which is an independent organization approved under the *Bank Act* to handle escalated consumer complaints related to products and services offered by their member banks
- payment card network operators ([PCNOs](#)) that operate or manage payment card networks by establishing standards and procedures for the acceptance, transmission or processing of payment transactions and by facilitating the electronic transfer of information and funds.

Our mission and mandate



Our mission

Our mission is **to foster trust in Canada's financial system by protecting financial consumers and empowering them to make informed decisions**. Our work helps keep the financial system safe, fair, and strong for everyone.

Our mandate

As a federal agency, we are mandated to protect the rights and interests of consumers of financial products and services in Canada.

To fulfill our mandate, we:



supervise the compliance of federally regulated financial entities with federal consumer protection laws, public commitments, and codes of conduct



strengthen the financial literacy of Canadians



monitor and evaluate trends and emerging issues that impact financial consumers



provide information to Canadians on their rights and responsibilities, to help them make informed financial decisions



conduct and leverage research to inform policy and legislative frameworks, and strengthen protections for financial consumers

These activities are carried out in collaboration with a wide range of stakeholders, both in Canada and internationally, including federal, provincial and territorial partners.

What are consumer protections?

Consumer protections are set out in [legislation, public commitments and codes of conduct](#). They help to prevent financial harm to consumers and promote a fair financial marketplace. They include the rights of Canadians to receive banking products and services that are appropriate for their financial needs, and to file a complaint with financial institutions. Learn more about [how FCAC protects financial consumers](#).

Our monitoring of the financial consumer environment

FCAC continuously monitors and analyzes trends and emerging issues that shape the financial consumer environment. This work helps us ensure that our strategies and interventions remain relevant and responsive to the evolving challenges Canadians face in their financial lives. Early identification of risks and opportunities enables FCAC to enhance supervisory oversight, support consumer education initiatives, and advance evidence-based policy development.

FCAC's ongoing monitoring efforts focus broadly on 3 key areas:

1. Consumer behaviours and financial well-being

Canadians' financial well-being depends on their ability to meet financial obligations, now and in the future. To assess this, we track spending habits, budgeting practices, and Canadians' ability to withstand financial shocks, through trusted sources of data including national surveys such as FCAC's [Monthly Financial Well-being Monitor](#) and the [Canadian Financial Capability Survey](#). This work helps us identify risks such as over-indebtedness, low financial resilience, and limited financial or digital literacy—factors that can lead to poor financial outcomes for consumers.

2. Financial industry practices and trends

As innovation accelerates, the financial marketplace is evolving rapidly, creating both new opportunities and heightened risks for consumers. To keep pace with these changes, FCAC uses research, mandatory reporting, risk-based supervision, and ongoing engagement with industry, to monitor the market conduct of regulated entities, industry practices and emerging business models.

This proactive approach allows FCAC to identify issues early—such as misleading or untimely disclosures, inappropriate products and services being offered or sold to consumers, or emerging regulatory gaps—and take action to promote fair treatment and maintain a safe, transparent, and trustworthy financial marketplace.

3. Economic and environmental pressures

Canadians are facing growing pressures from economic and environmental developments. Inflation, the rising costs of living, and natural hazards like floods and wildfires put increasing strain on household budgets and financial security. Through close collaboration with regulatory authorities and partners, we track these trends to understand their impact on Canadians and respond proactively.

FCAC publishes information on its [research, studies, and industry reviews](#) on current and emerging issues affecting financial consumers.

In addition, research, data, and initiatives on financial literacy and consumer protection developed by FCAC and its partners are regularly added to FCAC's [Research and Data Exchange](#).

Our planning highlights for 2026–2027

The Agency delivers its planned activities through 2 core programs—the Supervision and Enforcement Program and the Research, Policy and Education Program—that are supported by internal services. Planned activities are aligned with FCAC’s Strategic Plan for 2026–2029.

Strategic goal 1: Financial consumers and merchants are effectively protected

Description

FCAC plays a vital role in protecting the rights of financial consumers and merchants—businesses that accept credit card and debit card payments. These rights help ensure that Canadians are treated fairly and responsibly in their dealings with federally regulated financial entities (FRFEs or regulated entities). As a regulator, our supervisory approach is risk-based, and focused on regulated entities with a higher risk of non-compliance with their market conduct obligations and issues most likely to cause harm. We prioritize taking early, timely, and informed action, guided by research, insights and data analysis on industry practices and consumer trends. Building and maintaining strong partnerships is critical to the overall impact of our work.

Priorities and activity highlights for 2026–2027

1. Enhance proactive supervision

- **Enhance FCAC’s risk-based focus on current and emerging consumer protection issues and the compliance of regulated entities.** This includes monitoring market trends, assessing industry compliance, and proactively responding to identified compliance risks. FCAC will continue to collaborate with partners on key policy and oversight initiatives, such as those led by the [Financial Institutions Supervisory Committee](#) (FISC) and the [Senior Advisory Committee](#) (SAC).
- **Respond to an evaluation of FCAC’s Reportable Compliance Issue (RCI) framework,** to support effective risk-based supervision. RCIs are how FRFEs report their compliance issues to FCAC, and they are an important element of FCAC’s enforcement work.
- **Conduct and monitor risk-based compliance examinations, reviews and investigations,** and take supervisory actions to ensure regulated entities’ corrective measures and remediation efforts are implemented effectively.
- **Leverage consumer insights and analysis to inform supervisory strategies,** to enable early detection and prioritization of consumer risks.

2. Promote transparency in supervision and enforcement

- **Communicate and monitor supervisory expectations on the implementation of complaint-handling requirements,** to ensure consistency and transparency for all stakeholders. This includes engaging with regulated entities to promote understanding and compliance of updated regulatory expectations.
- **Monitor and analyze data on corrective actions taken by regulated entities and publish the results,** including on the money returned to consumers who were harmed by compliance breaches. This work helps Canadians better understand how consumer protections are enforced and how regulated entities are held accountable.
- **Promote public awareness of FCAC’s role in regulating the financial sector,** through the timely and transparent sharing of supervisory insights and information on the practices and obligations of regulated entities, such as banks and payment card network operators.

3. Enhance collaboration

- **Enhance collaboration with industry,** by strengthening our engagement with regulated entities, clearly communicating priorities, expectations and guidance, and fostering open, ongoing dialogue that supports compliance.
- **Enhance collaboration with supervisory authorities and other partners,** by sharing best practices and aligning approaches to emerging risks. This includes enhancing federal-provincial coordination to address financial sector issues, while recognizing shared responsibilities across jurisdictions.

Strategic goal 2: Canadians are empowered to become more financially literate and resilient

Description

Building the financial well-being of Canadians is about enabling them to make the best possible financial choices for their circumstances, and to persevere through financial difficulties and unexpected life events. To achieve this important objective, FCAC continues to evolve its approach, combining targeted, evidence-based action and collaboration. We prioritize initiatives that strengthen financial literacy and resilience, while actively mobilizing and engaging stakeholders across the financial ecosystem. By bringing together partners and coordinating and inspiring collective action, we help Canadians overcome barriers, stay informed in a rapidly changing financial landscape, and build the confidence to navigate their financial lives successfully.

Priorities and activity highlights for 2026–2027

1. Mobilize and collaborate across the financial ecosystem

- **Advance the renewal and implementation of the National Financial Literacy Strategy**, by mobilizing federal, provincial and territorial partners, industry leaders, and ecosystem stakeholders through a targeted, national engagement strategy. The renewed strategy will emphasize collaboration to drive measurable improvements in financial well-being and resilience nationwide.
- **Share and promote research, data, and initiatives related to financial literacy and consumer protection**, including through FCAC's [Research and Data Exchange \(RDX\)](#), to foster stakeholder collaboration and inspire innovative approaches that deliver positive outcomes for consumers.

2. Promote and provide financial information, tools and resources

- **Implement a targeted plan to deliver user-friendly digital tools and resources** to support financial consumers in their decision-making. This will be achieved by leveraging an ecosystem-mapping exercise and working with partners to identify gaps, avoid duplication, and amplify access to trusted, evidence-based tools and resources for Canadians.
- **Increase the use and awareness of tools and resources for financial consumers** through the development and implementation of communications, engagement, and marketing activities. [Financial Literacy Month](#) will continue to be a key driver to mobilize stakeholders and promote resources that empower Canadians to make informed financial decisions.
- **Provide Canadians with timely and relevant information** to help them understand financial products and services, and their rights when dealing with banks and other financial service providers.
- **Enhance FCAC's online presence** with clear, unbiased and accessible information that Canadians can easily navigate and understand, including providing relevant resources on [money and personal finances](#) to empower informed financial decisions.

3. Drive positive behaviours

- **Design, test, and scale targeted interventions to help Canadians adopt positive financial behaviours**. Delivered with key partners and informed by consumer research and user experience insights, interventions include behavioural nudges, tools for simplified decision-making, financial literacy modules, and customized solutions that prioritize support for vulnerable and underserved populations.

4. Monitor impact and progress

- **Engage FCAC's networks and leverage FCAC's measurement tools** to generate actionable insights on financial well-being and resilience, track trends, identify emerging risks, assess ecosystem interventions, and inform evidence-based decisions. This includes tools such as the Measurement Plan for the National Financial Literacy Strategy.

Strategic goal 3: The interests of financial consumers are advanced in a fast-changing and competitive marketplace

Description

As financial products and services become more complex and increasingly digital, strong consumer protection is more important than ever. FCAC works with partners to advance the interests of Canadians by advocating for consistent, fair, and inclusive consumer protections that prioritize the financial well-being of consumers and keep pace with innovation. Through supervisory insights, research and collaboration, we inform and shape targeted interventions as well as financial sector policy and legislative frameworks, to help ensure consumers are protected and can make informed choices.

Priorities and activity highlights for 2026–2027

1. Drive progress through consumer-driven research

- **Conduct and leverage research and develop insights on consumer behaviours and trends in financial services, and emerging and persistent consumer risks**, such as over-indebtedness, lack of access to banking, innovations in artificial intelligence, and financial fraud, to inform evidence-based decision making.

2. Champion strong consumer protections

- **Inform and shape policy and legislative initiatives that strengthen consumer protections and promote competition in the financial sector.** These efforts will reflect our long-standing view that consumers must receive fair, inclusive, and equitable protections as markets evolve.
- **Study the structure, level, and transparency of fees charged by Canadian banks and other federally regulated financial institutions**, including transfer and ATM fees. The findings will help inform actions to empower Canadians to make more informed choices, and lower their everyday banking costs.
- **Work with federal partners to support the development of a Code of Conduct for the Prevention of Economic Abuse for federally regulated banks.** FCAC will oversee the code, which will set clear expectations for how banks can identify, prevent, and respond to economic abuse, to better protect Canadians.
- **Support the Budget 2025 measures to combat financial fraud and develop a whole-of-government National Anti-Fraud Strategy.** This includes measures requiring banks to have policies and procedures in place to address consumer-targeted fraud, and to collect and report fraud data to the FCAC Commissioner.



Our foundational capabilities

FCAC has identified 3 foundational capabilities that form the core strengths that enable the Agency to deliver on its strategic goals and priorities. These capabilities work together to ensure that everything we do is grounded in strong expertise, evidence, and the ability to adapt in a rapidly evolving financial landscape.

1. Technology and data

Description

We leverage technology solutions and data-driven insights to monitor and evaluate emerging trends and issues that impact financial consumers, enable proactive and effective interventions, and improve internal business processes.

Activity highlights for 2026–2027

- **Make strategic investments in data analytics and artificial intelligence**, to enhance operational efficiency, drive innovation, and improve employee productivity and experiences. A key priority will be equipping FCAC employees with the necessary skills to effectively leverage technology solutions.
- **Maintain and modernize FCAC’s digital services and tools**, to support core operations, strengthen business functions, and enable effective communication and engagement with stakeholders and Canadians.

2. Partnerships

Description

We actively build and strengthen partnerships across the financial ecosystem, to foster collaboration, share knowledge, and align efforts toward common goals. By leveraging these relationships domestically and at the international level, we aim to deliver meaningful outcomes for Canadians.

Activity highlights for 2026–2027

- **Continue to collaborate with Canadian and international stakeholders**, to advance consumer protection, strengthen financial literacy, and improve outcomes for financial consumers in Canada. This includes deepening engagements with a wide range of [partners and collaborators](#) that make up the financial ecosystem, to broaden our reach and amplify our impact.

3. Organizational excellence

Description

We strive for organizational excellence by continually building a diverse and highly skilled workforce, and cultivating a culture that values employee well-being, to boost the Agency’s effectiveness and flexibility.

Activity highlights for 2026–2027

- **Build and sustain a diverse, skilled workforce and promote employee well-being** through continuous learning opportunities and by implementing action plans in areas such as official languages, mental health and wellness, and equity, diversity, inclusion, and accessibility.
- **Support and advance workforce renewal measures**, to improve services to Canadians and achieve a more efficient and empowered public service, as part of government-wide efforts to reinvest in core mandate priorities to ensure cost-effective results.
- **Continue to strengthen FCAC’s security posture**—our overall readiness to prevent, detect, and respond to security risks—by implementing a Security Road Map and ensuring alignment with Government of Canada policies and readiness against emerging threats.

Our spending and human resources

This section provides a holistic view of the Agency’s planned spending and human resources for the next 3 fiscal years, and compares planned spending for the upcoming years with the current year’s forecasted spending and previous years’ actual spending. The Agency uses the full accrual method of accounting to prepare and present its annual expenses.

As it executes on its plans, FCAC will continue to demonstrate financial discipline and exercise prudent financial management practices.

Planned spending

FCAC is a federal government agency that recovers its costs through assessments against the regulated entities it supervises.

The following table shows actual, forecasted, and planned spending for FCAC’s 2 programs—the Supervision and Enforcement Program and the Research, Policy and Education Program— and Internal Services. Internal Services include the expert advice and services provided by the Agency’s marketing, communications, stakeholder relations, legal, human resources, information technology, finance, and administration teams, which support FCAC’s programs and other corporate obligations.

Budgetary planning summary for Programs and Internal Services (in millions of dollars)

Programs and Internal Services	2023–2024 actual expenses	2024–2025 actual expenses	2025–2026 forecasted expenses	2026–2027 planned expenses	2027–2028 planned expenses	2028–2029 planned expenses
Supervision and Enforcement	\$11.5	\$12.3	\$13.2	\$15.4	\$16.0	\$16.3
Research, Policy and Education	8.0	8.3	11.2	17.5	19.3	19.8
Subtotal	19.5	20.6	24.4	32.9	35.3	36.1
Internal Services	34.0	36.6	40.8	38.7	38.2	38.7
Total	\$53.5	\$57.2	\$65.1	\$71.6	\$73.5	\$74.8

Note: Totals may not add due to rounding. Expenses are presented on an accrual basis.

The Agency’s 2025–2026 Business Plan identified total spending of \$76.4 million. The variance between the planned expenses of \$76.4 million and the forecasted expenses of \$65.1 million is mainly the result of staffing delays and reduced spending in professional services.

For the 2026–2027 to 2028–2029 period, no growth in overall spending is planned over the amounts approved in the 2025–2026 Business Plan for 2026–2027 and 2027–2028.

As part of the government’s Comprehensive Expenditure Review, FCAC conducted a thorough assessment of its programs and operations and identified \$5 million in cost efficiencies across key operational areas. The savings will be reinvested to accelerate the deployment of modern technology solutions, including enhanced data optimization and advanced AI capabilities, to improve supervisory effectiveness.

FCAC has historically received an annual statutory authority of \$5 million to support financial literacy initiatives. As part of the comprehensive expenditure review, FCAC will no longer access this statutory authority. FCAC will continue to deliver its financial literacy work—including national campaigns, targeted outreach, and research—by optimizing its cost-recovery funding model.

The following table is used to calculate the Agency's funding requirements by reconciling planned expenses calculated on an accrual basis to its funding requirements on a cash basis. The requested funding line represents the Agency's costs of operation, including both operating and capital expenditures, which may be requested as advance amounts out of the Consolidated Revenue Fund.

Reconciliation of net cost of operations to requested funding (in millions)

	2026–2027	2027–2028	2028–2029
Planned expenses	\$71.6	\$73.5	\$74.8
Adjustment for items affecting the cost of operations but not affecting authorities:			
Amortization of tangible capital assets	(2.0)	(1.9)	(1.3)
Allowance for bad debt			
Gain (loss) on disposal of tangible capital assets			
Increase in employee future benefits	(0.2)	(0.2)	(0.2)
Adjustment for items not affecting the cost of operations but affecting authorities:			
Acquisition of tangible capital assets	1.5	1.1	1.0
Planned expenditures	70.9	72.5	74.2
Requested funding	\$70.9	\$72.5	\$74.2

Note: Totals may not add up due to rounding.

Planned human resources

Human resources planning summary for Programs and Internal Services

Programs and Internal Services	2023–2024 actual full-time equivalents	2024–2025 actual full-time equivalents	2025–2026 forecasted full-time equivalents	2026–2027 planned full-time equivalents	2027–2028 planned full-time equivalents	2028–2029 planned full-time equivalents
Supervision and Enforcement	71	75	78	81	82	82
Research, Policy and Education	44	44	57	63	63	63
Subtotal	115	119	135	144	145	145
Internal Services	117	123	134	115	114	114
Total	232	242	269	259	259	259

Note: Totals may not add up due to rounding.

In 2025–2026, the Agency's workforce increased to 269 full-time equivalents (FTEs) with the addition of employees to support consumer-driven banking (CDB). Following the transfer of CDB responsibilities to the Bank of Canada, CDB positions were eliminated, returning the Agency to its previously approved baseline of 259 FTEs.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of FCAC's operations for fiscal year 2025–2026 to fiscal year 2026–2027.

The forecast for financial information related to expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, is available on FCAC's website.

Future-oriented condensed statement of operations for the year ending March 31, 2027 (in millions of dollars)

Financial information	2025–2026 forecast results	2026–2027 planned results	Difference (2026–2027 planned results minus 2025–2026 forecast results)
Total expenses	\$65.1	\$71.6	\$6.5
Total revenues	57.2	71.6	14.4
Net cost of operations before government funding and transfers	\$7.9	\$0.0	(\$7.9)



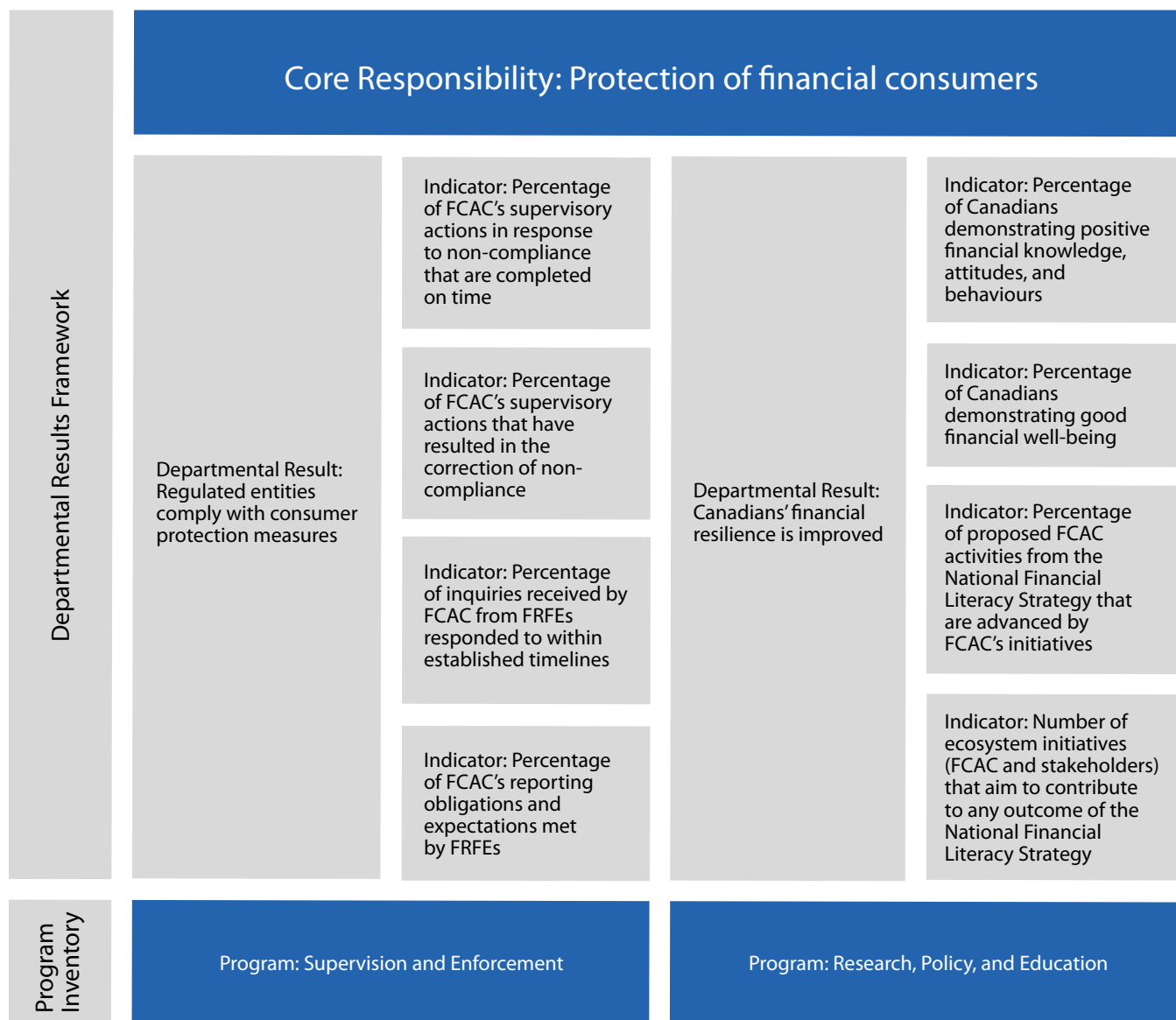
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Website	Canada.ca
Telephone (Consumer Services Centre)	
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Annex A: Departmental results framework

As per the Treasury Board of Canada’s [Policy on Results](#), Government of Canada entities are expected to identify core responsibilities, describing at a high level what the organization does, what it is trying to achieve, and how it will assess its progress.

FCAC’s core responsibility is to protect financial consumers. It achieves this by implementing 2 programs: “Supervision and Enforcement” and “Research, Policy and Education.” The Agency’s budgetary resources, employees, and activities are organized around this core responsibility and 2 enabling programs.



Core responsibility: Protection of financial consumers

FCAC protects financial consumers by overseeing the market conduct of federally regulated financial institutions—including Canada’s banks, federally regulated trust and loan companies, insurance companies, credit unions, external complaints body, and payment card network operators—to ensure that consumers’ rights are protected. The Agency also monitors developments and trends in the financial sector, promotes public awareness of all matters related to protecting consumers of financial products and services, and makes recommendations, including policy recommendations, to the government on issues relevant to financial consumers and industry. In addition, the Agency conducts research and creates and deploys educational material relating to protecting and improving the well-being of financial consumers.

Planned results for protection of financial consumers

Departmental result	Departmental result indicator	Target	Date to achieve target
Regulated entities comply with consumer protection measures	Percentage of FCAC’s supervisory actions in response to non-compliance that are completed on time	At least 95%	2027-03-31
	Percentage of FCAC’s supervisory actions that have resulted in the correction of non-compliance	At least 95%	2027-03-31
Canadians’ financial resilience is improved	Percentage of Canadians demonstrating positive financial knowledge, attitudes, and behaviours	60%	2027-03-31
	Percentage of Canadians demonstrating good financial well-being	60%	2027-03-31

Program no. 1: Supervision and Enforcement

This program promotes, monitors and enforces compliance on the part of regulated entities, subject to market conduct obligations established by legislation, codes of conduct, and public commitments.

Planned results for Supervision and Enforcement

Program outcome	Program outcome indicator	Target	Date to achieve target
Federally regulated financial entities (FRFEs) are compliant with consumer protection legislation, their public commitments, and codes of conduct	Percentage of inquiries received by FCAC from FRFEs that are responded to within established timelines	80% of inquiries received by FCAC from FRFEs are responded to within 30 calendar days of receipt	2027-03-31
	Percentage of FCACs reporting obligations and expectations that are met by FRFEs	At least 85%	2027-03-31

Program no. 2: Research, Policy and Education

This program strengthens the financial literacy and resilience of Canadians. Working with stakeholders (that is, through mobilizing the financial ecosystem), it relies on evidence-based research and collaboration to propose policies, educate consumers, and encourage Canadians to take beneficial financial actions. The scope of this program is covered comprehensively by the National Financial Literacy Strategy (specifically, measuring indicators related to the National Financial Literacy Strategy captures all the target outcomes for the program).

Planned results for Research, Policy and Education

Program outcome	Program outcome indicator	Target	Date to achieve target
Actively support the financial resilience of Canadians, including through mobilizing the financial ecosystem	Percentage of proposed FCAC activities from the National Financial Literacy Strategy that are advanced by FCAC's initiatives	100% by the end of the National Financial Literacy Strategy cycle	2027-03-31
	Number of ecosystem initiatives (FCAC and stakeholders) that aim to contribute to any outcome of the National Financial Literacy Strategy	Year-over-year improvement within the National Financial Literacy Strategy cycle	2027-03-31

Annex B: Evaluation plan

FCAC's evaluation plan sets out our evaluation priorities and project schedule for 2026–2027 to 2030–2031. It is aligned with the Policy on Results and the *Financial Administration Act*, and helps to ensure evaluations are timely, relevant, and support senior management in making evidence-based decisions.

Fiscal year	Topic	Description
2026–2027	IM/IT delivery model	Evaluate the effectiveness of the IM/IT project and product delivery model
	Core control self-assessment*	Assess compliance with federal financial management policies related to travel, hospitality and accountable advances
2027–2028	Cyber security	Evaluate the posture and effectiveness of FCAC's cyber security implementation and processes
2028–2029	Accessibility	Evaluate the effectiveness of incorporating accessibility into all IM/IT products
2029–2030	Whistleblower program	Evaluate the effectiveness of FCAC's whistleblower program
2030–2031	Risk-based supervisory strategy	Evaluate the effectiveness of the risk-based supervisory strategy

* Core control self-assessments supplement the core control audit conducted by the Office of the Controller General. These provide FCAC with a means to assess and improve the subset of critical controls between audit cycles. The self-assessment topics beyond 2026–2027 are unknown.