CHECKING IN

INTERIM PROGRESS REPORT

All In: Embedding Equity, Diversity, Inclusion, and Accessibility in the audiovisual industry

Canada Media Fund EDIA Strategy 2024 – 2027

OCTOBER 2026

FEM

CANADA MEDIA FUND
FONDS DES MÉDIAS DU CANADA

LETTER FROM THE VICE-PRESIDENT, INDUSTRY DEVELOPMENT

This interim report evaluates the CMF's progress, two years into *All In: Embedding Equity, Diversity, Inclusion, and Accessibility into the audiovisual industry*, the CMF's 2024–2027 Equity, Diversity, Inclusion, and Accessibility (EDIA) Strategy. We prepared this interim progress report with two goals in mind: first, external transparency; second, to thoughtfully reflect on where the CMF is at and where we need to go.

This report echoes the EDIA principles we're working to advance. The data collected gives us clear insight on what has been completed and how the progress is shaping the ways we work. Importantly, it also creates space for honest and transparent reflection—we celebrate the completed actions while appreciating the opportunity to identify where more work is needed. With care and intention, we will consider these learnings as we plan for the final year of All In.

Built on the foundation of our 2021–2023 strategy, this EDIA Strategy asks a big and important question: what does it look like to embed equity in everything we do? It's ambitious—and it's difficult to measure in a way that's tangible and useful. For the CMF, embedding EDIA means moving beyond individual initiatives or time-limited actions and working toward sustained change in how we think, plan, make decisions, collaborate, and hold ourselves accountable.

We tasked our Analytics and Strategic Insights team with creating a methodology tool—and they delivered. As you can read in the introduction below, they figured out a way to measure both achievement and, importantly, embeddedness. With this tool, we can clearly measure what's been done and assess if we're working towards actions that create systemic change. And we can do the same thing next year, and the year after.

We're pleased to see that two-thirds of the way, the results are progressing on track. Momentum is strong as we near the end of our EDIA Strategy, where we'll want to see how embedding EDIA objectives has clearly built bridges for sector-wide growth. This work connects directly to the CMF's broader three-year strategy and modernization efforts, along with our Indigenous Action Plan and Telefilm + CMF Joint BPOC Strategy. A strong cultural ecosystem should reflect the country as it is today and build the conditions for a national and inclusive network of organizations and creators to thrive.



Joy Loewen
Vice-President, Industry Development

EXECUTIVE SUMMARY

SIGNALS OF SUCCESS AND MOMENTUM FOR THE FINAL YEAR

Checking In evaluates the interim progress in the first two years of the Canada Media Fund's (CMF) three-year 2024–27 Equity, Diversity, Inclusion, and Accessibility (EDIA) Strategy, titled *All In*.

Every action in *All In* was examined against two criteria. The first measured work completed (achievement). The second measured progress towards the Strategy's central task, to integrate EDIA as an "always on" lens in daily work across the CMF (embeddedness). The findings show signals of success and momentum for the final year.

Highlights of progress include the following ⓘ

- **Embedding EDIA accountability:** EDIA was prominently placed in the CMF's Contribution Agreement as a core requirement, embedding EDIA as a permanent responsibility.
- **Evolving corporate structure:** The Growth and Inclusion team evolved into Industry Development and strengthened its alignment with the Content team.
- **Redesigning Sector Development:** Following community consultations, the Sector Development Support program was redesigned in two streams: Workforce and Organizational Advancement.
- **Building Accessibility:** Significant progress was made on the new Accessibility pillar, including expansions in CMF application support, developing industry-wide best practices, creation of an accessibility feedback mechanism, implementation of all recommendations from the communications audit, and commissioning an audit of broader operations.
- **Expanding PERSONA-ID, demographic reporting, and public dashboards:** These initiatives expanded the CMFs capacity to collect, analyze, and share aggregate demographic information. They improved data-driven decisions and relationships with funding partners, including Telefilm and the Canadian Radio-television and Telecommunications Commission (CRTC).
- **Strengthening external communications:** The CMF's EDIA practices are extended through sustained representation in CMF media, and support for festivals and organizations.
- **Establishing measurement methodology:** *Checking In* establishes a methodology to measure EDIA progress. This tool will also provide baseline data and a method to evaluate the Strategy's third year. As this was an interim evaluation after two years of the Strategy, a score of 6–7/10 is considered to represent progress at expectation. CMF scored **7/10 on achievement, and 6/10 on embeddedness**, signalling that achievement is on track, with embeddedness slightly less advanced at the two-year mark.

These results indicate a shift from standalone EDIA initiatives at the CMF, toward integrated practice, where EDIA informs program design, funding decisions, data practices, communications, accessibility, and collaboration. The final year of *All In* will provide an opportunity to build on the interim progress and develop a fuller picture of EDIA practices across the CMF.

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INTRODUCTION

INTRODUCTION

MANDATE

In *All In*, the Canada Media Fund's (CMF) three-year 2024–27 Equity, Diversity, Inclusion, and Accessibility (EDIA) Strategy, the CMF committed to report on interim progress.[1] This report, *Checking In*, provides a comprehensive evaluation of the work accomplished during the Strategy's first two fiscal years (2024-25 and 2025-26)2 and identifies areas of continued work in the final year.

The Strategy included work to be carried out across the CMF and in collaboration with external partners. In addition to measuring progress, identifying gaps, and setting EDIA priorities for the final year, this report fulfills an additional purpose: it establishes a methodology and baseline for evaluating the Strategy's third year.

The measurement process created for this report is itself, a confirmation of the CMF's commitment to equity as it provides a clear and repeatable way to measure progress and to be held accountable. Establishing this evaluation tool in the organization's EDIA practice will help to ensure organization-wide EDIA sustainability, long after the completion of the 2024-27 EDIA Strategy.

SCOPE

The Data Equity team within the CMF's Analytics and Strategic Insights department led the evaluation. To assess the wide scope of the 22 actions in *All In*, the team reviewed existing data and documents, interviewed staff with direct knowledge of the work, and developed a framework that combined quantitative and qualitative evidence into an accessible measurement. Aligned with *All In's* priorities, two outcomes were measured; **achievement**, how much work has been completed, and **embeddedness**, how fully EDIA has been integrated into the CMF's structures and operations.

This report focuses specifically on initiatives, programs, and measures geared toward Equity-Deserving Communities as defined in the Strategy: Black and Racialized, Individuals who identify as women and gender diverse, Disabled Persons/Persons with a Disability, 2SLGBTQ+, and Official Language Minority Communities. The CMF's strategy and commitments towards Indigenous Peoples are addressed in the Indigenous Action Plan, released in September 2026.

[1] *All In*, p. 19
2 In some cases, the results in this report reflect work undertaken until July 2026. Since then, some actions and goals may have evolved, which will be captured in the final evaluation.

CONTEXT

The 2024–27 *All In* EDIA Strategy builds on the CMF's (2021-2023) Equity and Inclusion Strategy, launched in response to systemic barriers that limited access to funding and opportunities for creators from underrepresented communities. This first strategy led to important changes that expanded access and strengthened inclusion across the CMF's programs and practices, among them:

1. New EDIA programs and incentives were introduced across most CMF content-funding programs (see Appendix 3). The Pilot Program for Racialized Communities was launched and later became the ongoing Program for Black and Racialized Communities (PBRC), which supports predevelopment, development, and production in the English- and French-language markets. Incentives for Diverse Communities were also added to existing programs, including a factor in the CMF's largest program, currently known as the Broadcaster Envelope Program.

2. The Accessibility Support program was established to support Disabled Persons/Persons with Disability(ies) in overcoming barriers when applying to CMF programs by providing financial assistance for eligible accessibility services.

3. The PERSONA-ID self-identification system was launched to facilitate the collection of program applicants' demographic information to better understand who accesses its programs and measure progress over time. The system has since expanded, and other audiovisual organizations are beginning to adopt related approaches.

4. The Sector Development program introduced a consistent annual application process, with priority given to initiatives led by and serving underrepresented communities.

5. Canadian Heritage supported the CMF's work through a $60M EDIA contribution over three years. This was followed by an additional $40M over two years for EDIA and French content, partly attributable to the CMF's early results, as documented through our annual Demographic Reports and the *Creating Change* report.

The 2024–27 Strategy marks a new phase. With EDIA mechanisms already well-established across many CMF programs, *All In* raises the bar by focusing on actions that aim to complete the task of making EDIA a mandate that is fully embedded across the CMF. Achieving this outcome means taking actions that integrate EDIA as a sustained organizational practice across the CMF. It calls for strengthening the EDIA lens in funding programs, research and data, accessibility, communications, governance, and external partnerships. This report measures interim progress on that expanded scope, examining how the actions stipulated in *All In* are making EDIA an inherent and ongoing part of how the CMF works and engages with Canada's media sector.

HOW PROGRESS WAS MEASURED

The CMF developed a measurement model to provide a transparent and consistent way to track interim progress on the 2024-27 Strategy. The model also provides a baseline framework that can be used again for the final evaluation at the end of year three.

All In's goals and actions were organized into five measurable goals. Accessibility was identified as a stand-alone goal because related actions appeared across several areas of the CMF. They are:

GOAL 1: Strengthen industry pathways for Equity-Deserving Communities

GOAL 2: Build and incorporate Accessibility pillar

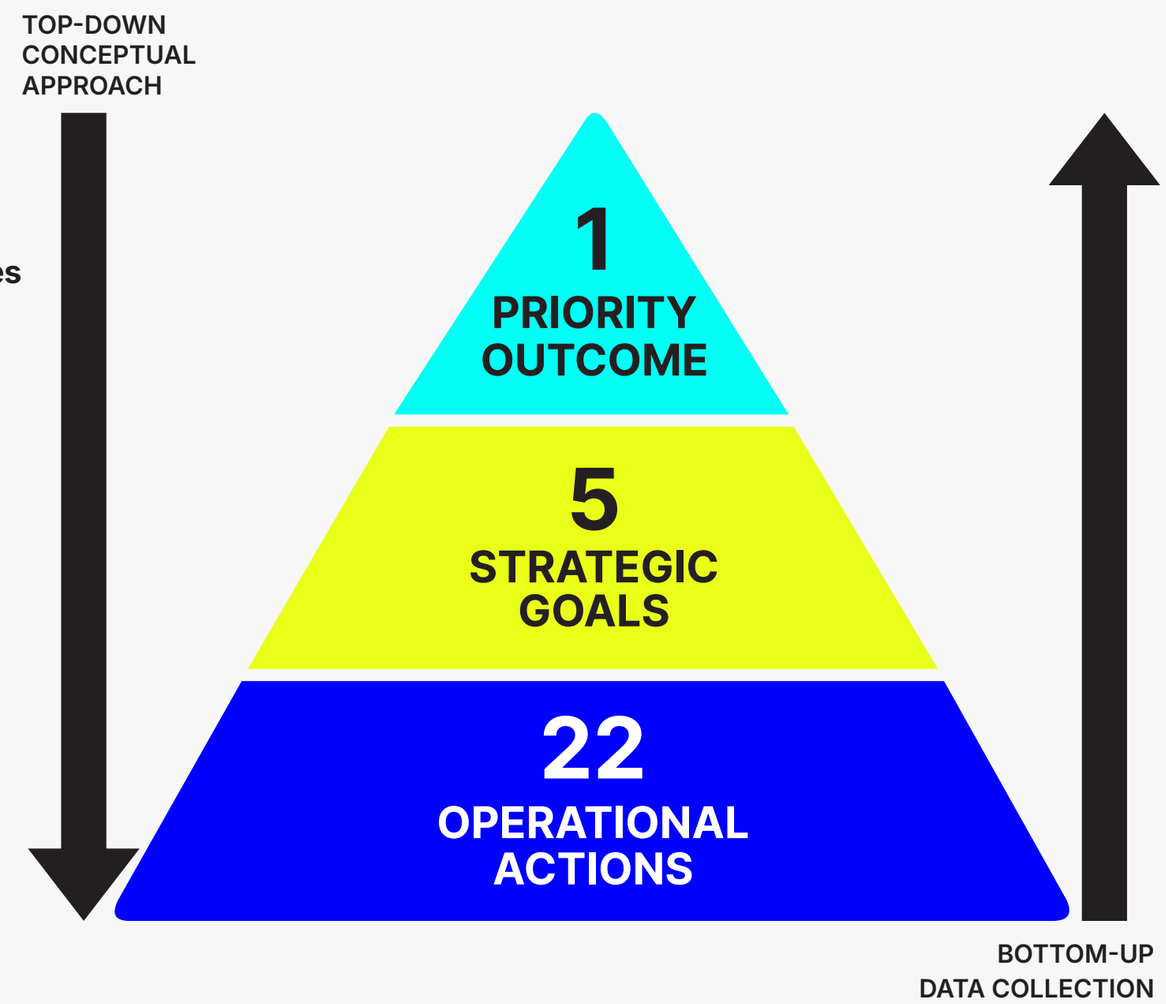
GOAL 3: Strengthen the impact of research and data

GOAL 4: Utilize communications and public affairs to promote EDIA

GOAL 5: Implement EDIA management and governance initiatives

- Each of the Strategy's 22 actions naturally supported one of the five goals. The evaluation began by assessing progress on each action, then combined those results to assess each goal, and finally, the Strategy's overall progress. The pyramidal structure in Figure 1 demonstrates the clear line of support towards *All In*'s ultimate objective to embed EDIA.

Figure 1: Strategy Assessment Pyramid



MEASURING ACHIEVEMENT AND EMBEDDEDNESS

The evaluation team of five members analyzed every one of the 22 actions. They closely examined the existing CMF information, reviewed documents, and conducted interviews with staff in charge of the different actions and tasks to gather the latest data.

To convert the large amount of data into a readily understood assessment, two measurement grids were created. The **Achievement** metric tracks how much of the work planned in *All In's* actions has been completed during the Strategy's first two years. **Embeddedness** assesses how EDIA within each action has been integrated into the CMF's ongoing policies, responsibilities, decisions, partnerships, and operations.

Both measures use a 10-point scale but were scored separately, using distinct criteria. The simplified grid below explains how the interim results were interpreted on both grids. As indicated by the gray box, scores of 5-8 indicate expected progress at the end of year two of a three-year strategy. Scores of 1-4 suggest progress below expectation, and 9-10 above expectation. For the detailed criteria on each grid, please see Appendices 1 and 2.

Figure 2: Simplified interpretation of the achievement and embeddedness scoring scales

EMBEDDEDNESS	Not yet sufficiently embedded				Signs of embeddedness		Strongly embedded	
SCORE	0	1	2	3–4	5–6	7–8	9	10
ACHIEVEMENT	Abandoned	To be scheduled	Scheduled	Started	In progress	Advanced	Completed	Full completion[3]
					Expected by year 2			

- To initiate the four-step scoring process, three team members were assigned to review the data on each action independently – for achievement and embeddedness. Second, the three sets of independent scores per action were averaged to establish the scores on the action. Third, scores for each action (achievement and embeddedness) were averaged to find the scores for each goal. Finally, goal results were averaged to produce scores for the Strategy as a whole.

  These comprehensive, interim scores establish a baseline for the final year three evaluation, as they provide a snapshot on how much of the planned work has been completed, and how EDIA has become more deeply embedded into CMF operations.

[3] The action or goal has been fully completed, evaluated, adopted, and communicated. See full Evaluation Grid in Appendix 1

KEY FINDINGS

Overall, the **CMF scored 7/10 on achievement and 6/10 on embeddedness**. These interim results indicate that the Strategy is progressing as expected at the two-year mark. These scores show positive progress and strong momentum while also highlighting areas to further the work to complete actions towards the goal of sustained organizational practices.

The one-point difference between the two scores is important. It suggests that progress on planned actions is somewhat more advanced than the integration of that work into the CMF's ongoing operations. This is expected in an interim assessment but also identifies priorities for the final year: consolidating new practices, responsibilities, measurement processes, and partnerships to ensure they represent structural change that will continue beyond the Strategy period.

- As seen in Figure 3, results in achievement and embeddedness varied across the five goals. Goals 1 and 4 (*Strengthening industry pathways, Communications and public affairs*) showed the strongest overall progress. Goal 5 (*Management and governance*) advanced at the expected pace. Goals 2 and 3 (*Accessibility, Research and data*) indicate work that is still in progress.

  The next section details the accomplishments, gaps, and future priorities behind each score.

Figure 3: Interim achievement and embeddedness scores by goal

01 STRENGTHEN INDUSTRY PATHWAYS FOR EQUITY-DESERVING COMMUNITIES

ACHIEVEMENT	EMBEDDEDNESS
8	6

02 BUILD AND INCORPORATE ACCESSIBILITY PILLAR

ACHIEVEMENT	EMBEDDEDNESS
6	5

03 STRENGTHEN THE IMPACT OF RESEARCH AND DATA

ACHIEVEMENT	EMBEDDEDNESS
5	5

04 UTILIZE COMMUNICATIONS AND PUBLIC AFFAIRS TO PROMOTE EDIA

ACHIEVEMENT	EMBEDDEDNESS
8	7

05 IMPLEMENT EDIA MANAGEMENT AND GOVERNANCE INITIATIVES

ACHIEVEMENT	EMBEDDEDNESS
6	6

KEY FINDINGS · YEARS 1–2
Interim progress on the CMF EDIA Strategy

ACHIEVEMENT	EMBEDDEDNESS
7	6

PROGRESS ON GOALS AND ACTIONS

GOAL 1

Strengthen Industry Pathways for Equity-Deserving Communities

This goal's evaluations signify the achievements are well advanced, with completion in sight. However, this progress is not yet fully embedded.

Goal 1 aimed to strengthen CMF Sector Development Support programs through three operational actions relating to updating the programs, supporting sector capacity and stability, and improving inclusive decision-making processes.[4] The initiatives from these programs support individuals, companies, and organizations from Equity-Deserving Communities with opportunities that contribute to a more inclusive and economically sustainable audiovisual sector.

GOAL 1 / ACTION SCORES

INTERIM ACHIEVEMENT AND EMBEDDEDNESS		ACHIEVEMENT	EMBEDDEDNESS
1.1	UPDATE AND REDESIGN SECTOR DEVELOPMENT SUPPORT	9	6
1.2	SUPPORT ORGANIZATIONAL CAPACITY AND SECTOR STABILITY	7	5
1.3	IMPROVE INCLUSIVE DECISION-MAKING IN SELECTIVE PROGRAMS	9	7
OVERALL GOAL ASSESSMENT		**8**	**6**

Highlights of work completed in Years 1-2:

- Notable progress was made in actions 1.1 and 1.3. The 2024–25 industry-wide consultations led to the launch of the refreshed Sector Development Support program streams for 2026-27: Workforce Advancement, and Organizational Advancement. More diverse, community-aligned adjudication practices were implemented, supported by EDIA-centric resources and anti-bias training for jurors.

  Additionally, outcomes from the Changing Narratives Fund (CNF), a three-year program that Canadian Heritage (PCH) tasked the CMF to administer, led to learnings that have influenced program-wide data gathering and analysis. Two non-selective programs: Market Access which supports individuals, and Market Opportunities which supports organizations, continue to assess projects on a case-by-case basis to fill gaps in funding for Indigenous and Equity-Deserving Communities.

Work scheduled for Year 3:

- Work still to be done spans three arenas: 1) evaluating the impacts of the reorganized Sector Development Support streams, after one funding and reporting cycle; 2) addressing remaining gaps in juror data, including inconsistent identifications of expertise; and 3) analyzing the participation rate in PERSONA-ID in Sector Development programs in 2025–26.

[4] *All In*, p. 22–23.

GOAL 2

Build and Incorporate Accessibility Pillar

Goal 2's scores signify that the work is in progress for achievement, with most actions well underway and one action awaiting a report and implementation. The score for embeddedness is slightly below expectation, requiring more progress to be completed in year 3.

This goal emerged as its own standalone goal as it was *All In's* priority to build an Accessibility pillar. Accessibility-focused actions were present in each department's operational actions, which were re-allocated here for a total of five operational actions supporting Goal 2.[6]

Highlights of work completed in Years 1-2:

- Significant progress has been made on Action 2.2 and 2.3, including establishing an accessibility feedback-reporting mechanism and conducting an accessibility audit of the CMF's communications. This audit included the delivery of a Digital Accessibility Assessment report from external agency, Left Turn, Right Turn (LTRT), with its recommendations being implemented.

  Additionally, research on accessibility best practices is ongoing. This included a Sector Development-funded initiative, in collaboration with the Disability Screen Office (DSO) that resulted in an industry-specific best practices guide released in June 2026.

GOAL 2 / ACTION SCORES

INTERIM ACHIEVEMENT AND EMBEDDEDNESS

		ACHIEVEMENT	EMBEDDEDNESS
2.1	INCREASE ACCESSIBILITY SUPPORT IN THE APPLICATION PROCESS THROUGH AN EXPANDED NUMBER AND SPECIALTY OF SERVICE PROVIDERS AND ELIGIBLE ACTIVITIES	7	6
2.2	SUPPORT RESEARCH ON ACCESSIBILITY BEST PRACTICES	7	6
2.3	ESTABLISH ACCESSIBILITY REPORTING FEEDBACK MECHANISM	8	5
2.4	AUDIT ACCESSIBILITY OF CMF COMMUNICATIONS PER ACA[5]	7	6
2.5	AUDIT ACCESSIBILITY OF CMF OPERATIONS	2	2
OVERALL GOAL ASSESSMENT		**6**	**5**

Work scheduled for Year 3:

- With respect to 2.5, the internal accessibility review of CMF operations remains to be done but will be informed by a second LTRT audit. Also remaining is the full evaluation of LTRT's first set of recommendations from the communications-based Digital Accessibility Assessment report.

5 *Accessible Canada Act*
6 *All In*, p. 21–28

GOAL 3

Strengthen the Impact of Research and Data

Goal 3's scores of 5/10 in both achievement and embeddedness signify that overall, work is in progress, with some actions still to be completed and embedded.

This goal includes seven actions seeking to strengthen the impact of EDIA-related research and data to better serve CMF applicants and the industry.7

Highlights of work completed in Years 1-2:

- Overall, the CMF has made steady progress on Goal 3. The strongest results have included ongoing improvements and expansions of the PERSONA-ID self-identification system (3.1), advancements in primary industry research projects (3.2), and establishing processes to ensure the accuracy and integrity of the PERSONA-ID system (3.7). Throughout the goal, collaboration has been a key driver of progress.

  Harmonizing data collection across the industry (3.4) has advanced via CMF's partnership with Telefilm Canada under a joint BPOC strategy, with executive leadership's approval of a shared demographic self-identification system, and alignment of career-stage definitions. Additionally, the expansion of PERSONA-ID included a pilot program with the Independent Production Fund (IPF) to support demographic data collection for third-party organizations' program applications, which is showing promising early results.

GOAL 3 / ACTION SCORES

INTERIM ACHIEVEMENT AND EMBEDDEDNESS

		ACHIEVEMENT	EMBEDDEDNESS
3.1	IMPROVE PERSONA-ID	8	9
3.2	COLLECT ON-SCREEN PERFORMER DATA	8	7
3.3	COLLECT DATA ON CAVCO/CRTC ROLES	2	1
3.4	HARMONIZE DATA COLLECTION	6	6
3.5	ESTABLISH SUCCESS BENCHMARKS	1	2
3.6	STANDARDIZE EDIA PROGRAM EVALUATION	2	4
3.7	DOCUMENT MISUSE OF PERSONA-ID ACCOUNTS	9	8
OVERALL GOAL ASSESSMENT		**5**	**5**

Work scheduled for Year 3:

- Work on three actions (3.3, 3.5, 3.6) has yet to begin. Implementation of a system to collect demographic data on a broader range of creative roles, including CRTC/CAVCO-related roles, will require broader industry consensus. Baseline data exists for an EDIA program-evaluation framework, and a pilot project is planned for the new 2026–27 Sector Development streams to explore opportunities to further refine a universal approach to setting benchmarks and measuring success across Industry and Content programs.

GOAL 4

Utilize Communications and Public Affairs to Promote EDIA

Goal 4's scores signify all actions are well-advanced, with completion in sight. Embeddedness meets expectations at the 2-year mark.

Three actions in *All In* utilize the CMF's communications and public affairs platforms to promote EDIA practices, individuals, organizations, and communities.[8]

GOAL 4 / ACTION SCORES

INTERIM ACHIEVEMENT AND EMBEDDEDNESS

		ACHIEVEMENT	EMBEDDEDNESS
4.1	FOSTER INDUSTRY RELATIONSHIPS	7	7
4.2	LAUNCH INTERNAL LANGUAGE REPOSITORY AND TRANSLATION SOFTWARE AND INCLUSIVE LANGUAGE GLOSSARY	7	6
4.3	PROMOTE EDIA ON CMF PLATFORMS	9	9
	OVERALL GOAL ASSESSMENT	**8**	**7**

Highlights of work completed in Years 1-2:

- The CMF Communications Department has well-established and well-embedded EDIA practices. All three signature communications —*Now & Next; Lights, Camera, Inclusion;* MADE | NOUS—delivered well-tracked publication and audience data, indicating a high representation of EDIA-focused content (4.3). Inclusivity and accessibility are also a consistent focus in the CMF's major publications, including annual reports, business plans, and press releases.

  Internal EDIA practices range from inclusive email signatures (recently expanded to include audio pronunciation), an inclusive language repository launched April 2026 (4.2), and the Communications team's strong role in the CMF-wide accessibility initiative.[9] Additionally, the department maintains strong external relationships to support EDIA values across the industry and beyond (4.3).

Work scheduled for Year 3:

- Progress in achievement is very strong. Year 3 offers an opportunity to build on this momentum by deepening embeddedness. Following the April 2026 release of language repositories, the next stage can strengthen their discoverability across internal, website, and other external channels.

[8] *All In*, p. 26-27.
[9] Details on the Communications Department's accessibility initiatives are in Goal 2.

GOAL 5

Implement EDIA Management and Governance Initiatives

Goal 5's scores reflect solid interim progress, with embeddedness meeting expectations. The final Year 3 offers a clear path to strengthen EDIA-related practices to further embed EDIA within the organization structure.

Four actions relate to the implementation of management and governance initiatives to build EDIA competencies across the CMF, extending to the CMF's corporate structure, Board of Directors and collaboration with government partners.[10]

GOAL 5 / ACTION SCORES

INTERIM ACHIEVEMENT AND EMBEDDEDNESS

		ACHIEVEMENT	EMBEDDEDNESS
5.1	SUPPORT GOVERNMENT POLICIES	8	8
5.2	REVISE CMF EDIA POLICIES	7	6
5.3	ENHANCE EDIA STAFF TRAINING	6	6
5.4	ADVOCATE TO THE CMF BOARD OF DIRECTORS	4	3
	OVERALL GOAL ASSESSMENT	**6**	**6**

Highlights of work completed in Years 1-2:

- This goal demonstrates significant progress in strengthening EDIA management and governance practices through external and internal policy engagement, organizational structural changes, and the CMF's financial commitment to maintaining EDIA funding without standalone contributions from the government.

  Additional specific examples of EDIA considerations being increasingly prioritized and centralized include the CMF's Contribution Agreement with PCH (5.1) and the structural alignment between the Industry Development and Content teams (5.2).

Work scheduled for Year 3:

- Year 3 offers an opportunity to deepen EDIA learning across both staff and governance. For staff, this could include more job-specific EDIA training beyond the current professional development program (5.3). For the Board, where EDIA is already part of orientation, additional EDIA-specific training could strengthen this foundation.

[10] *All In*, p. 28.



CONCLUSION

Strong signals of success and momentum for our EDIA Strategy's final year.

Ultimate Outcome: Embedding EDIA

This interim evaluation of the 2024-27 EDIA Strategy, *All In*, has confirmed that the CMF is on track in implementing the Strategy. Meaningful progress has been made across the five goals and 22 supporting actions, in both achievement and embeddedness.

The research identified several ways in which the CMF has made significant progress towards the ultimate priority: to embed EDIA across the organization into its daily work and relationships with the sector. Highlights include the following:

1. **Structural changes** increasingly connect EDIA objectives with the CMF's core work. This includes improved EDIA alignment between the Industry Development and Content teams. This integration is signalled by the evolution of the Growth and Inclusion team into Industry Development and the creation of a shared Industry Development and Content vertical to link their functions by bringing together workforce/organizational development initiatives with content funding programs.

2. **PERSONA-ID, demographic reporting, and public dashboards** have expanded the CMF's capacity to collect, analyze, and share demographic information. This helps us better understand who is participating, spot gaps in representation, make decisions based on data, and work more closely with our funding partners.

3. **Accessibility considerations** are being integrated across departments through formalized application support, research on industry best-practices, a forthcoming accessibility feedback mechanism, and the implementation of recommendations from audits of both CMF's digital communications and the organization's broader operations.

4. **Public communications and partnerships** extend the reach of the CMF's EDIA work. This is achieved through sustained representation in public-facing content and reporting, deepened/ongoing relationships with festivals and community organizations, and collaboration with government agencies and industry partners on shared approaches to data collection, accessibility, evaluation, and sector development.

5. **Key accountability mechanisms** increasingly position EDIA as a core, organizational responsibility. This is evident through EDIA's prominent placement as a permanent responsibility in the CMF's federal contribution agreements, acknowledging the CMF's leadership in the EDIA space. Moreover, the CMF has committed to maintain our investment in EDIA, despite reduction in revenue.

6. **Funding programs** continue to increasingly incorporate EDIA across the CMF's funding channels and funding cycles. This is evidenced in the new Sector Development program streams, ongoing selective evaluation criteria, envelope factors, reserved allocations, dedicated incentives and programs, and jury composition requirements.

- Taken together, these developments show a shift from standalone initiatives toward an organization-wide approach where EDIA informs program design, funding decisions, data practices, communications, accessibility, and collaboration.

Looking Ahead to the Final Evaluation

The final year of *All In* will provide an opportunity to build on the interim progress, and ultimately, to develop a fuller picture of progress across the Strategy. The assessment will consider:

Building on the interim framework: Continuing the measurement and analytical approach developed for this report will allow for a consistent assessment of progress over the full three-year period.

Strengthening measures of impact: Further refinement of measurable benchmarks for EDIA-specific programs and incentives could help monitor how EDIA commitments are translating into sustained organizational and sector-level outcomes, such as increased inclusion of professionals from underrepresented communities in the industry at large.

Calculating investments as well as results: An evaluation that includes calculating the CMF's financial and human resources invested in EDIA-related initiatives could provide additional context for understanding the scope and integration of this work across the CMF.

The final report may benefit from an external perspective: Building on the development and internal testing of the measurement model, an external perspective will be considered for the final evaluation.

Connecting EDIA with the CMF's broader direction: How the priorities of *All In* are integrated in the CMF's current strategic planning and ongoing operations will be of value in the final evaluation.

Continuing engagement and learning: Perspectives from industry and community organizations can help contextualize the findings and inform the CMF's understanding of how our EDIA actions are impacting the sector.

The CMF thanks the many people who contributed to this interim progress evaluation and looks forward to feedback from the community at large.

For questions and inquiries, please contact info@cmf-fmc.ca.

APPENDICES

Appendix 1: Achievement Grid

Achievement	Level	Scoring Description
Full completion	10	The action or goal has been fully completed, evaluated, adopted, and communicated.
Completed	9	The action or goal has been completed but still needs to be evaluated, approved, adopted, and/or communicated.
Advanced	7-8	The work is well advanced and a completion date is in sight.
In Progress	5-6	The work is in progress, with some elements still to sort out.
Started	3-4	The work has started and leadership and/or staff have been made accountable for delivering it.
Scheduled	2	The work has been scheduled but not started yet.
To be scheduled	1	The work has not been scheduled yet but is meant to be.
Abandoned	0	The action has been abandoned or postponed indefinitely.

Appendix 2: Embeddedness Grid

Criteria	Weight	Points Breakdown	Notes
Internalization	**6**	**"Words"** Policy and document integration (0–2)	To what extent is the action or goal reflected in internal documents such as policies, strategies, action plans, business plans, guidelines, research, contracts, or other institutional documents? Consider both how formally it is documented and how long it has been in place.
		"People" Leadership and staff accountability (0–2)	To what extent are EDIA practices built into the priorities and performance expectations of leadership and staff? Consider whether there is a formal process to communicate expectations, assign responsibility, and support accountability over time.
		"Numbers" Measurement and use of results (0–2)	Is the action or goal supported by clear measures of progress or success? If so, consider whether results have been tracked and whether they have informed decisions, adjustments, or follow-up action.
Externalization	**4**	**"Collaboration"** External collaboration and engagement (0–2)	To what extent has the action or goal been developed or carried out with external parties such as government, industry partners, community organizations, or end users? Consider the relevance, consistency, and depth of that engagement.
		"Connection" Communication and visibility (0–2)	To what extent have the goals, actions, or results been shared in a way that makes them visible and accessible? Consider whether they have been published, promoted, or otherwise communicated to relevant audiences.
TOTAL	**10**		
Total Embeddedness Level	**0-10**	**Scoring Description**	
Below expectations	**0-5**	This action or goal has not made significant progress in being embedded and more development is needed.	
Meets expectations	**6-7**	This action or goal has made the progress expected for this stage of the EDIA strategy timeline. It may have been completed, but not yet embedded.	
Surpasses expectations	**8-10**	This action or goal has been completed or is approaching completion and has actively been embedded.	

Appendix 3: EDIA Initiatives in CMF Funding Programs

List of CMF Programs – 2024–25 and 2025–26

The following lists include the CMF programs, including Linear Content, IDM Content, and Industry programs, demonstrating EDIA incentives, requirements, and factors in place in 2024–25 and 2025–26:

Linear Content Programs

Linear Programs	Selective / Automatic	Incentives and Requirements
Distributor Program	Selective	Gender Balance and Diverse Community incentives (Key Roles)
Indigenous Program	Selective	Indigenous requirement (Ownership), Gender Balance & Diverse Community incentive (Key Roles)
Program for Black and Racialized Communities (PBRC)	Selective	Racialized requirement (Ownership), Gender Balance & Diverse Community incentive (Key Roles)
Digital Creators Pilot Program	Selective	Gender Balance and Diverse Community incentives (Ownership)
POV Program	Selective	Gender Balance and Diverse Community incentives (Key Roles)
Broadcaster Envelope Program	Automatic	Gender Balance requirement (Key Roles), Diverse Community factor (Ownership), Gender Balance Factor (Ownership)
Broadcaster Envelope Program - Diverse Languages	Automatic	Gender Balance requirement (Key Roles), Diverse Community factor (Ownership), Gender Balance Factor (Ownership)
Francophone Minority Program	Automatic	OLMC requirements (Ownership)
Anglophone Minority Program	Automatic	OLMC requirements (Ownership)
Regional Production Funding	Automatic	Regional requirements
Development Envelope Program	Automatic	Gender Balance requirement (Key Roles), Diverse Community factor (Ownership), Gender Balance Factor (Ownership)
Predevelopment Program	Automatic	Gender Balance requirement (Key Roles), Diverse Community factor (Ownership), Gender Balance Factor (Ownership)
Slate Development Pilot Program	Automatic	Included a selective sub-program with Indigenous and Black & Racialized requirements
Targeted Development and Predevelopment Funding	Automatic	Included a sub-program with requirements for Indigenous Peoples and Black & Racialized communities

Interactive Digital Media (IDM) Programs

Interactive Digital Media (IDM) Programs	Selective / Automatic	Incentives and Requirements
Innovation and Experimentation Program	Selective	Gender Balance and Diverse Community incentives
Commercial Projects Program	Selective	Gender Balance and Diverse Community incentives
Iteration Program	Automatic	Reserved funds for Diverse Community and Gender Balance ownership
Prototyping Program	Selective	Gender Balance and Diverse Community incentives
Conceptualization	Automatic	Diverse Community reserved funds

Industry Programs

Industry Programs	Selective / Automatic	Incentives and Requirements
Sector Development Support Program	Selective	Priority for Indigenous and Equity-Deserving Communities
Strategic Partnerships Program	Selective	Priority for Indigenous and Equity-Deserving Communities
Changing Narratives Fund	Selective	For Indigenous and Equity-Deserving Communities initiatives
Indigenous Company Impact Support	Selective	For Indigenous-led companies