

Parole Board of Canada

2023-24

Departmental Plan

The Honourable Marco E. L. Mendicino, P.C., M.P. Minister
of Public Safety



Parole Board
of Canada

Commission des libérations
conditionnelles du Canada

Canada

2023-24 Departmental Plan (Parole Board of Canada)

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From the Chairperson

As Chairperson of the Parole Board of Canada (PBC), I am pleased to present the 2023-24 Departmental Plan. This report highlights our main areas of focus and the results we aim to achieve over the coming year.

The PBC, as an independent administrative tribunal and integral part of the Canadian criminal justice system, makes quality conditional release, record suspension/pardons and expungement decisions, as well as clemency recommendations. The PBC contributes to the Government of Canada's outcome of a safe and secure Canada by facilitating, as appropriate, the timely reintegration of offenders and the sustained rehabilitation of individuals into society as law-abiding citizens. The protection of society is the paramount consideration in all PBC decisions. The PBC operates in a transparent and accountable manner, while respecting diversity and the rights of offenders and victims, in accordance with its statutory responsibilities and authorities.

Over the course of the coming year, the PBC will continue to deliver on its core public safety mandate, as well as innovate and strengthen its responsiveness to the needs of specific groups, including women offenders, Indigenous Peoples, racialized and vulnerable groups. The PBC will continue to champion diversity and inclusivity and work with its criminal justice and community partners to eliminate systemic barriers within the criminal justice system.

The PBC is also committed to promoting a healthy, respectful, productive, and safe work environment for all of its Board members and staff. In addition, the PBC will maintain its focus on cultivating a people management approach that fosters diversity and inclusiveness, and promotes innovation and excellence.

Since the onset of the COVID-19 pandemic, Canadians have increasingly worked, learned, and engaged with government online, and their expectations for easy to use, accessible digital options continues to grow. The PBC will continue to update and enhance its Information Management/Information Technology (IM/IT) systems and processes to ensure it is positioned to meet these expectations. Likewise, the very nature of administrative tribunals is evolving in Canada, and the PBC finds itself operating in a much more complex policy, legal and public environment, requiring new methods and resources to effectively deliver its public safety mandate.

I am confident that, by carrying out the plans and priorities outlined in this report, the PBC has set a course to ensure it meets the highest standards of professionalism in its contribution to public safety.

Jennifer Oades
Chairperson, Parole Board of Canada

Plans at a glance

The Parole Board of Canada (PBC) is an agency within the [Public Safety](#)¹ Portfolio.

The PBC is an independent administrative tribunal that, as part of the Canadian criminal justice system, makes independent, quality conditional release, record suspension/pardons and expungement decisions, as well as clemency recommendations, in a transparent and accountable manner, while respecting diversity and the rights of offenders and victims.

For 2023-24, the PBC has identified five corporate priorities. These priorities and highlights of planned activities are outlined below.

PUBLIC SAFETY PORTFOLIO

- Public Safety Canada
- Canada Border Services Agency
- Canadian Security Intelligence Service
- Correctional Service Canada
- Royal Canadian Mounted Police
- Parole Board of Canada
- RCMP External Review Committee
- Civilian Review and Complaints Commission for the RCMP
- Office of the Correctional Investigator

A. The PBC will enhance Board member, staff, and organizational capacity in the application of legislative requirements and relevant jurisprudence

- Modernize Board Member Training in an effort to offer timely, adapted, and relevant training to its decision-makers;
- Continue to operationalize the Directive on Quality Assurance for Board members; and
- Implement the recommendations of the Clemency Renewal Exercise.

B. The PBC will cultivate a people management approach that fosters diversity and inclusiveness, recognizes the benefits of flexible work arrangements, and promotes a healthy, respectful, productive and safe work environment

- Continue the implementation of the PBC's Employment Equity Plan;
- Continue the implementation of the PBC's Accessibility Plan;
- Continue to implement the remaining regulatory requirements following the implementation of the Policy on Workplace Harassment and Violence Prevention;
- Continue to adapt to the new reality of work, which includes a hybrid model;
- Support the PBC's Talent Management Framework and Decision-Making Tool for second language training at the PBC through its central training fund;
- Support the organization in the completion of the Program Administration conversion;
- Implement and participate in development programs to foster career development, knowledge transfer, stabilizing operational effectiveness/capacity, and strengthening the succession plan;
- Develop a harmonized approach to operational staff training;
- Support initiatives which promote a healthy, respectful, and productive workplace; and

- Implement staffing processes that enhance recruitment.

C. The PBC will transition to a more digital approach that meets the PBC’s evolving requirements and improves client services by enhancing IT services

- Support to the PBC’s core Information Technology (IT) key activities through the Master Service Agreement (MSA) with the Correctional Service of Canada (CSC).

D. The PBC will strengthen responsiveness to the needs of specific populations such as Indigenous Peoples and other groups (e.g., women, Black, and other racialized people, etc.)

- Implement recommendations of the Moving Towards Diversity, Equity, and Inclusion Action Plan.

E. The PBC will ensure and optimize the effective delivery of outreach activities to inform community partners, victims, applicants, offenders, and Canadians on the scope of the work of the PBC as an independent administrative tribunal

- Continue to deliver in-person/virtual outreach to Canadians and continue to build on more traditional face-to-face outreach and broaden potential reach with both established and new audiences;
- Continue to increase outreach and in-reach to diverse and disproportionately represented groups within the prison population; and
- Increase and improve engagement with communities and criminal justice partners.

For more information on the PBC’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Conditional Release Decisions

Description

Conditional release is based on the principle and supported by research that community safety is enhanced by the timely and gradual release of offenders to the community under supervision. Quality conditional release decisions, based on the risk of re-offending in conjunction with effective programs and treatment, and effective community supervision all contribute to the release process. Through this core responsibility, the Parole Board of Canada provides timely, accurate information for Board member decision-making, and develops training and policies that are essential tools for risk assessment and decision-making that are in accordance with the law.

Planning highlights

The PBC's Conditional Release core responsibility is grounded in the [Corrections and Conditional Release Act](#).ⁱⁱ For the coming year, the PBC will continue to work closely with its criminal justice partners (i.e., [Public Safety](#),ⁱⁱⁱ [Correctional Service of Canada \(CSC\)](#),^{iv} [Royal Canadian Mounted Police \(RCMP\)](#),^v the [Department of Justice](#),^{vi} and other community partners) to support quality conditional release decisions. In 2023-24, the PBC will hold approximately 15,000 reviews and expects to render approximately 22,000 decisions for federal and provincial/territorial offenders.

IMPROVING PAROLE PROCESSES

The PBC will expand culturally adapted hearings for Black individuals, and organize a National Elder Gathering.

The PBC will continue to support Board member capacity and training over the next year to ensure that quality conditional release decisions continue to be rendered. The PBC supports the government's approach to openness, accountability and transparency, and will continue to work with the Privy Council Office (PCO) to complete Board member qualification processes. To optimise high-quality decision-making, Board members must have access to relevant and timely training. The PBC continues to employ in-person meetings and training complemented by virtual options for attendance. For example, in 2023-24 the Annual Training on Risk Assessment (ATRA), which focuses specifically on risk assessment skills, decision writing, hearing management, and research is scheduled to take place in-person.

In 2021-22, the PBC established a Working Group on Systemic Racism and Diversity tasked with considering issues of diversity in general, with attention to anti-Black racism and Indigenous concerns in particular. This included considerations for the experience of persons sentenced to imprisonment, employee experience, and the larger criminal justice system. The PBC subsequently published a report entitled, [Moving Towards Diversity, Equity and Inclusion](#), and developed an

Action Plan in response to the report's recommendations. In 2023-24, the PBC will focus on implementing the Action Plan recommendations from this report.

The PBC will continue to strive to further improve initiatives that aim to make the parole process more responsive and adaptive to the needs of women offenders, Indigenous offenders, and other racialized groups. It will also continue to promote the implementation of Canada's First 2SLGBTQI+ Action Plan (advanced rights and equality for Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex and additional sexually and gender diverse people in Canada). Additionally, the PBC will organize a National Elder Gathering to identify best practices and opportunities to strengthen conditional release outcomes for Indigenous Peoples.

Throughout the COVID-19 pandemic, the PBC has ensured that reviews continue to be completed, and that the PBC's public safety mandate is fulfilled. In 2023-24, PBC hearings will continue to be held through a combination of in-person and remote participation, taking into account regional circumstances and public health restrictions. It is anticipated that the number of reviews will be consistent with the previous fiscal year. In-person hearings will be prioritized based on case-specific factors, such as cultural and responsiveness reasons, as well as when considered necessary for hearing management purposes. In these cases, an in-person hearing will be conducted unless public health restrictions or institutional closures prevent in-person hearings. In 2023-24, the PBC expects that the number of Elder-Assisted Hearings (EAH) and Community-Assisted Hearings (CAH) will increase relative to the previous fiscal year.

Key risks

While the PBC has significant mitigation strategies in place, quality decision-making remains one of the PBC's key risks. Sub-risks include:

- Maintaining national consistency in the implementation of procedures and policies across the PBC;
- Enhancing Board member qualification, competencies, and consistent training; and
- Responding to the complex and diverse profiles of the offender population (recognizing that PBC does not influence the rates of incarceration of offender groups).

Consistent with the provisions of the Acts that govern the PBC, the uniform application of decision-making across such a large geographical area is paramount. Comprehensive training is the foundation for quality decision-making. Therefore the PBC will ensure core training and tools are up-to-date and made available in a timely manner for Board members and staff.

In addition, standardized support and processes are equally important, especially with the implementation and use of electronic files, as Board members can now complete reviews more efficiently.

Planned results for Conditional Release Decisions

The following table shows, for Conditional Release Decisions, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice.	The percentage of decisions that are affirmed by the Appeal Division.	≥85%	March 31, 2024	79%	85%	81%
	The percentage of Appeal applications that are processed in 120 calendar days or less.	≥95%	March 31, 2024	N/A%	N/A%	N/A% ¹
Conditional release decisions contribute to keeping Canadians safe.	The percentage of offenders on parole who are not convicted of a violent offence during their supervision period.	≥98%	March 31, 2024	100%	100%	100%
	The percentage of offenders on parole who are not convicted of an offence prior to the end of their supervision period.	≥96%	March 31, 2024	99%	99%	99%

¹ This was a new indicator in 2022-23.

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2019-20 actual result	2020-21 actual result	2021-22 actual result
	The percentage of offenders who completed their sentences on full parole and who are not re-admitted after release because of a violent conviction (five years post-warrant expiry).	≥98%	March 31, 2024	99%	99%	99%
	The percentage of post-suspension and detention decisions that are processed within the legislated timeframes without loss of jurisdiction.	≥98%	March 31, 2024	100%	100%	100%

Financial, human resources and performance information for the PBC's Program Inventory is available in the [GC InfoBase](#).^{vii}

Planned budgetary spending for Conditional Release Decisions

The following table shows the Conditional Release Decisions budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
40,798,273	42,584,134	40,798,273	40,798,273

Financial, human resources and performance information for the PBC's Program Inventory is available in the [GC InfoBase](#).^{viii}

Planned human resources for Conditional Release Decisions

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents	2025-26 Planned full-time equivalents
328	328	328

Financial, human resources and performance information for the PBC's Program Inventory is available in the [GC InfoBase](#).^{ix}

Conditional Release Openness and Accountability

Description

This core responsibility ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the [Corrections and Conditional Release Act](#).^x It includes working with victims of crime, offenders, and the public by providing information about our policies and programs, including access to the PBC's registry of decisions, as well as providing assistance for observers at hearings. The core responsibility also includes working to encourage citizen engagement, enhancing public education and awareness, investigating incidents in the community (i.e., when a new offence occurs), monitoring the PBC's performance and reporting on conditional release results.

Planning highlights

In 2023-24, the PBC will continue to focus significant resources and efforts on community outreach, as well as engagement with criminal justice and community partners and networks.

The PBC will continue to deliver a blend of in-person and virtual outreach to Canadians. Virtual outreach through online videoconference technology has proven to be an effective and efficient method of building on more traditional face-to-face outreach and broadening the PBC's potential reach with both established and new audiences. The PBC will also seek to continue to increase its in-person outreach to pre-pandemic levels, where public health restrictions allow. The PBC will also continue to deliver quarterly in-reach sessions to women offenders at women's institutions, also contingent on the pandemic situation.

The use of social media to promote awareness and understanding of the PBC's mandate, programs and services will also continue to be a key focus. Increased presence in public communications remains an important part of creating openness and accountability and is a priority for the PBC. Additionally, working with CSC, through various working groups, remains an important component to effectively deliver core responsibilities.

The PBC recognizes the important role that victims play in the conditional release process, and remains committed to respecting and protecting their rights under the [Canadian Victims Bill of Rights](#).^{xi} The PBC will continue to facilitate victim and observer participation in hearings.

Key risks

There is a risk that the exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public does not occur in a timely fashion.

OUTREACH

Targeted outreach for 2023-24 includes women, Indigenous Peoples, 2SLGBTQI+, and other racialized people.

The PBC ensures that victims' rights under the [Canadian Victims Bill of Rights](#),^{xii} and the [Corrections and Conditional Release Act](#)^{xiii} are respected, and takes a collaborative approach to continually improve services provided to victims, to ensure that victim issues continue to be considered in the delivery of the PBC's mandate.

The PBC will also ensure it continues to have access to a videoconferencing solution that can meet its evolving needs with respect to remote hearings, with a focus on accommodating diverse stakeholders and respecting privacy requirements.

Planned results for Conditional Release Openness and Accountability

The following table shows, for Conditional Release Openness and Accountability, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2019-20 actual result	2020-21 actual result	2021-22 actual result
The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public.	The percentage of individuals (i.e., observers and victims) that are satisfied with the quality of the service and timeliness of the information provided. ²	≥80%	March 31, 2024	92%	92%	92%
	The percentage of requests for information through the Decision Registry that are responded to in a timely manner.	≥80%	March 31, 2024	96%	99%	96%

Financial, human resources and performance information for the PBC's Program Inventory is available in the [GC InfoBase](#).^{xiv}

² Results are based from a questionnaire completed in 2016-17. The next survey is being conducted in 2022-23.

Planned budgetary spending for Conditional Release Openness and Accountability

The following table shows the Conditional Release Openness and Accountability, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
4,659,852	4,659,852	4,659,852	4,659,852

Financial, human resources and performance information for the PBC’s Program Inventory is available in the [GC InfoBase](#).^{xv}

Planned human resources for Conditional Release Openness and Accountability

The following table shows, in full time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents	2025-26 Planned full-time equivalents
51	51	51

Financial, human resources and performance information for the PBC’s Program Inventory is available in the [GC InfoBase](#).^{xvi}

Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

Description

A record suspension/pardon is designed to support the sustained reintegration of an individual into society. It is an administrative act to remove the stigma of a criminal record for persons convicted of an offence under an Act of Parliament, who have completed their sentence, having met the criteria in the [Criminal Records Act \(CRA\)](#)^{xvii} and demonstrated law-abiding behaviour for a prescribed number of years. Record suspensions/pardons can be revoked or cease to have effect if a new offence is committed or a person is no longer found to be of good conduct. In meeting this core responsibility, the PBC screens applications for completeness and eligibility, collects information for Board member decision-making and develops policy to guide decision-making processes.

In addition, under the [Expungement Act](#),^{xviii} the PBC will order the expungement of records of convictions for eligible offences that would be lawful today. Persons convicted of an offence listed in the schedule to the [Expungement Act](#)^{xix} may apply, as well as authorized representatives in cases where the person is deceased. The difference between a record suspension/pardon and an expungement is that with a record suspension/pardon, the criminal record is held ‘separate and apart’ from other criminal records, while an expungement will completely destroy the record. The PBC is also accountable for assessing requests and providing recommendations under the [Royal Prerogative of Mercy](#)^{xx} (i.e., clemency) and providing advice to the Minister of Public Safety and Emergency Preparedness on the merits of each case.

Planning highlights

The PBC will effectively administer this core responsibility by assessing and processing all applications for record suspensions/pardons within the established processing times and by assessing and processing expungements in a timely manner. The PBC will also continue to work with criminal justice partners during the assessment of record suspension/pardon applications to facilitate processing and investigations.

As part of a broader government strategy to modernize the record suspension/pardons program, work will continue in 2023-24 on a multi-year project to enhance the PBC’s internal case management and decision-making system, the Pardon and Record Suspension System (PARSS). This project will modernize the current system, including interoperability with the RCMP and the implementation of a new public facing online portal to allow for the submission of record suspension/pardon, expungement and clemency applications electronically, making the process simpler and quicker. In order to achieve this important objective, the PBC received funding through Budget 2021.

PROGRAM HIGHLIGHTS

- In 2023-24, it is estimated that the PBC will receive approximately 18,000 record suspension/pardon applications and accept approximately 13,500 for processing.
- The PBC estimates that it will receive approximately 30 requests for clemency in 2023-24.

This funding also provided for a reduction in the record suspension application fee from \$657.77 to \$50, which significantly increased accessibility to a record suspension/pardon. The application fee was reduced through the [*Pardon Services Fees Order*](#)^{xxi} in January 2022. As a result of the reduced application fee, record suspension application volumes have returned to the level experienced prior to the COVID-19 pandemic.

In March 2020, the Federal Court declared the transitional provisions of amendments to section 4 of the [*CRA*](#),^{xxii} namely, section 10 of the [*Limiting Pardons of Serious Crimes Act*](#)^{xxiii} and section 161 of the [*Safe Streets and Communities Act*](#),^{xxiv} unconstitutional. The Court concluded that these provisions infringed on subsections 11(h) and 11(i) of the [*Canadian Charter of Rights and Freedoms*](#)^{xxv} because they added to the punishment imposed at sentencing and deprived applicants of the benefit of the lesser punishment available at the time the offence was committed.

As a result of this decision, the PBC no longer retrospectively applies legislative amendments made to the [*CRA*](#)^{xxvi} in 2010 and 2012 (as it relates to eligibility periods and criteria) for all record suspension applicants who committed their first offence prior to the coming into force of these changes. The substantial reduction in the application fee, combined with the 2020 Federal Court decision, should over time restore record suspension application volumes to near pre-2010 levels.

In 2023-24, the PBC will continue to administer the [*Expungement of Historically Unjust Convictions Act*](#)^{xxvii} as well as process cannabis record suspension applications that are submitted under the amendments made to the [*CRA*](#)^{xxviii} as a result of Bill C-93, an [*Act to provide no-cost, expedited record suspensions for simple possession of cannabis*](#),^{xxix} which came into force in August 2019.

A Clemency Program Renewal exercise was approved in May 2021. This exercise outlined challenges facing the program, and aims to strengthen the overall integrity of the Clemency Program with a continued focus on enhancing program operations to support the implementation of an internal service standard to allow clemency applications to be processed in a more timely manner. Recommendations stemming from the results of this renewal exercise will be implemented through 2023-24.

Key risks

Processing applications within the established processing timeframes remains one of the PBC's key risks under this core responsibility. Moreover, the PBC continues to operate four legislative schemes, including cannabis record suspensions, which significantly increases program complexity as each legislative scheme varies in eligibility and decision-making criteria. Administering multiple schemes puts the integrity of the program at risk. Furthermore, the current case management system, implemented in 2000-01, has been modified a number of times to incorporate legislative and process changes. The system is not able to interface with any online application portal and applicants are not able to apply for a record suspension online at this time. As noted above, the PBC is working to improve the PARSS functionality and transition the program's application process to become accessible online, whereby applicants can use a secure portal to submit applications, transmit documents digitally, and seek updates on the status of their file.

Thorough training is the foundation for decision-making, as such, the PBC will ensure core training and tools are up-to-date and made available in a timely manner for Board members and staff.

Planned results for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

The following table shows, for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations, the planned results, the result indicators, the targets and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2019-20 actual result	2020-21 actual result	2021-22 actual result
Clemency recommendations are made in a fair and transparent manner.	The percentage of clemency files submitted for the Minister's consideration that are considered complete.	≥95%	March 31, 2024	100%	100%	100%
Record suspension/pardon applications are processed in a timely manner.	The percentage of record suspension/pardon applications that are processed within the established timeframes.	≥95%	March 31, 2024	100%	89%	99%
Record suspension/pardon decisions adhere to the law, the PBC's policies, and the principles of fundamental justice.	The percentage of cases that do not require a new review by a panel following a Federal Court order.	≥95%	March 31, 2024	N/A	100%	100%
Record suspension/pardon decisions contribute to keeping Canadians safe.	The percentage of record suspension/pardon decisions that are not revoked or cease to have effect.	≥95%	March 31, 2024	95%	95%	95%

Financial, human resources and performance information for the PBC's Program Inventory is available in the [GC InfoBase](#).^{xxx}

Planned budgetary spending for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

The following table shows the Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
12,419,824	12,419,824	11,733,463	10,424,475

Financial, human resources and performance information for the PBC’s Program Inventory is available in the [GC InfoBase](#).^{xxxii}

Planned human resources for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

The following table shows, in full time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents	2025-26 Planned full-time equivalents
83	83	83

Financial, human resources and performance information for the PBC’s Program Inventory is available in the [GC InfoBase](#).^{xxxii}

Internal Services: planned results

Description

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

- ▶ management and oversight services;
- ▶ communications services;
- ▶ legal services;
- ▶ human resources management services;
- ▶ financial management services;
- ▶ information management services;
- ▶ information technology services;
- ▶ real property management services;
- ▶ materiel management services; and
- ▶ acquisition management services.

Planning highlights

The planned internal services activities for 2023-24 as outlined below will play a vital supporting role in achieving the PBC's mandate. These internal service activities are influenced by the following PBC corporate priorities:

- cultivating a people management approach that fosters diversity and inclusiveness, recognizes the benefits of flexible work arrangements, and promotes a healthy, respectful, productive and safe work environment; and
- transitioning to a more digital approach that meets the PBC's evolving requirements and improves client services by enhancing IT services.

The key areas of focus in 2023-24 are:

- people management;
- accessibility;
- employment equity;
- diversity and inclusion;
- workplace health and safety;
- the future of the workplace; and
- support the PBC's core IT key activities (through the MSA with CSC).

The PBC plans to continue work in the areas of accessibility, employment equity, diversity and inclusion by implementing measures that support the [Clerk's Call to Action](#)^{xxxiii} on anti-racism,

HIGHLIGHTS

- Continued implementation of the PBC's Employment Equity Plan, through the implementation of new practices and recommendations as prescribed by the Employment Systems Review (ESR).
- Continued implementation of the Clerk's Call to Action on anti-racism, equity, and inclusion in the Federal Public Service.
- Support the PBC's Talent Management Framework.
- Develop and publish PBC's 2023-24 Accessibility Progress Report.
- Implement a new approach in acquisition support services.

equity, and inclusion in the Federal Public Service. The goal is to attract, recruit, mobilize, develop, and retain talent in under-represented groups. The PBC will also continue to focus on the implementation of its 2023-25 Accessibility Plan by developing and publishing a 2023-24 Accessibility Progress Report.

The PBC will continue to develop people management strategies that provide the flexibility to facilitate the realignment of resources to priorities, and support managers in attracting, recruiting, and providing a positive work environment. The PBC plans to build upon the foundation created by its Talent Management Framework with the focus on reducing staffing pressures and exploring talent-sharing collaborations with other departments while identifying PBC's skills and competency requirements by innovating its processes and providing targeted learning. The PBC will continue to foster and promote professional development for its employees, integrate values and ethics into their daily work, and ensure the PBC has the right competencies for key positions.

The PBC will continue to monitor the evolving situation brought by the COVID-19 pandemic, and will maintain a safe and healthy work environment for its Board members and staff. In addition, the PBC plans to continue to develop its Future of the Workplace Framework, and strengthen its workplace health and safety by implementing the requirements of the [Work Place Harassment and Violence Prevention Regulations](#)^{xxxiv}, and by delivering training to its Board members and staff that is specific to the culture, conditions, and activities of the PBC's workplace.

The PBC will continue to strengthen its Materiel Management Framework to ensure Board members and staff have the necessary modern tools to facilitate maximum flexibility and productivity to work remotely.

Ombuds Services, which provides individuals with a professional, confidential, neutral, impartial, and safe environment will be renewed in 2023-24, and will continue to be available to Board members and staff.

In 2023-24, the PBC will implement a new approach to provide acquisition services. The service delivery model will offer services to other small departments and agencies (SDA). The service will begin as a pilot for the first year of implementation with a limited number of departments as the PBC hires and develops staff. The intent is to build capacity, develop and retain the employees in procurement, and address shortages in terms of acquisition management services at the PBC and within the SDA community.

Key risks

The key risks associated with this core responsibility include:

- Human Capital - While ensuring a healthy and respectful workplace, there is a risk that key activities and functions could be adversely affected, unless the PBC is able to recruit, stabilize, strengthen competencies and capacity and retain its workforce in a dynamic labour market with competing job opportunities;
- Organizational capacity could be affected by a major crisis and/or an exceptional event (e.g., pandemic, natural disaster, infrastructure breakdown, etc.);
- IT - Supported by an interdepartmental MSA, the PBC relies on technological systems and networks provided by the CSC to meet its legislated mandate. The MSA with CSC sets out the terms, roles, and responsibilities that govern the IT services provided. There is a risk that the PBC's IT capacity and operations will not meet its current and evolving needs and support business continuity functions should CSC be unable to provide additional IT service in the future; and
- Internal Support Services to other SDAs - This service will be offered on a cost recovery basis. There is a risk that the demand for services is lower than anticipated.

Planning for Contracts Awarded to Indigenous Businesses

- Over the years, the PBC has been collaborating with Elders and Cultural Advisors to provide responsive hearings for Indigenous offenders. The contracts for services with Elders and Cultural Advisors represents the main part of our plan to meet the mandatory minimum target of 5% of the total value of contracts awarded to Indigenous businesses annually. The PBC will continue to develop strategies to enhance and maintain its list of suppliers that provide culturally adapted hearings. The PBC also plans to purchase material and supplies such as chairs, desks and office supplies with Indigenous businesses that are on standing offers.

The following table shows in % the actual, forecasted and planned value for the target.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Procurement Strategy for Indigenous Businesses	436,000 or 6% of total procurement value of 7.7 million	436,000 or 6% of total procurement value of 7.7 million	436,000 or 6% of total procurement value of 7.7 million

Planned budgetary spending for Internal Services

The following table shows the internal services, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
12,697,376	13,887,949	12,796,870	12,796,870

Planned human resources for Internal Services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023-24 and for each of the next two fiscal years. The increase is related to the new approach to provide acquisition services on a cost recovery basis.

2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents	2025-26 Planned full-time equivalents
74	77	77

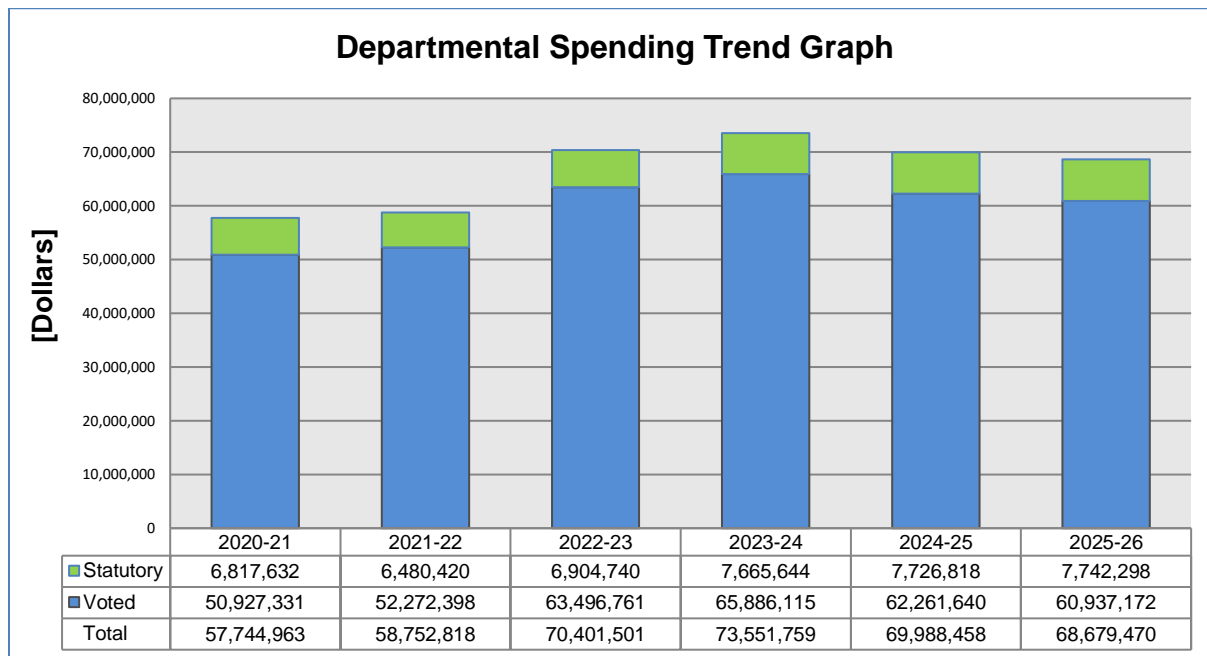
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023-24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020-21 to 2025-26.

The following graph presents planned spending (voted and statutory expenditures) over time.



In 2023-24, the PBC plans to spend \$73.6 million in parliamentary authorities to meet the expected results of its core responsibilities. This includes:

- \$70.6 million in funding to be received through the Main Estimates; and
- \$3.0 million in anticipated operating budget carry-forward of lapsed funds from 2022-23.

Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the PBC’s core responsibilities and for its Internal Services for 2023-24 and other relevant fiscal years.

Core Responsibilities and Internal Services	2020-21 actual expenditures	2021-22 expenditures	2022-23 forecast spending	2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
Conditional Release Decisions	38,658,315	37,771,739	43,069,087	40,798,273	42,584,134	40,798,273	40,798,273
Conditional Release Openness and Accountability	4,464,917	4,490,685	4,620,730	4,659,852	4,659,852	4,659,852	4,659,852
Record Suspension/ Pardon and Expungement Decisions/ Clemency Recommendations	2,516,207	3,354,955	8,433,867	12,419,824	12,419,824	11,733,463	10,424,475
Subtotal	45,639,439	45,617,379	56,123,684	57,877,949	59,663,810	57,191,588	55,882,600
Internal Services	12,105,524	13,135,439	14,277,817	12,697,376	13,887,949	12,796,870	12,796,870
Total	57,744,963	58,752,818	70,401,501	70,575,325	73,551,759	69,988,458	68,679,470

The PBC's total planned spending for 2022-23 compared to 2023-24 has slightly increased. The increase in funding is mainly attributable to \$3.0 million to the planned operating budget carry forward from 2022-23 to 2023-24.

2023-24 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned for 2023-24.

Core Responsibilities and Internal Services	2023-24 Gross planned spending	2023-24 planned revenues netted against spending	2023-24 planned net spending
Conditional Release Decisions	42,584,134	0	42,584,134
Conditional Release Openness and Accountability	4,659,852	0	4,659,852
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	12,419,824	0	12,419,824
Subtotal	59,663,810	0	59,663,810
Internal Services	14,217,949	(330,000)	13,887,949
Total	73,881,759	(330,000)	73,551,759

In 2021-22, the pardons process was reformed, and the PBC's record suspension program is funded in part with revenues from the service fee of \$50.00. In 2022-23, authority was sought for the removal of Vote Netted Revenue (VNR), and as a result, revenues generated from the service fee will go directly to the Consolidated Revenue Fund (CRF). In 2023-24, it is estimated that the PBC will receive approximately 18,000 record suspension/pardon applications and accept approximately 13,500 which will generate revenues of \$675,000. Due to the fact that VNR authority was removed, the PBC will not be allowed to re-spend these funds and they will be deposited in the CRF.

In 2022-23, PBC sought the VNR authority to provide acquisition management services to small departments and agencies. In the initial setup, PBC requested the authority to provide acquisition services on a cost recovery basis up to \$330,000.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the PBC's core responsibilities and for its internal services for 2023-24 and the other relevant years.

Human resources planning summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2020-21 Actual full-time equivalents	2021-22 Actual full-time equivalents	2022-23 Forecast full-time equivalents	2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents	2025-26 Planned full-time equivalents
Conditional Release Decisions	323	320	335	328	328	328
Conditional Release Openness and Accountability	45	49	51	51	51	51
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	62	57	67	83	83	83
Subtotal	430	426	453	462	462	462
Internal Services	68	67	77	74	77	77
Total	498	493	530	536	539	539

Estimates by Vote

Information on the PBC's organizational appropriations is available in the [2023-24 Main Estimates](#).^{xxxv}

Future-Oriented Condensed Statement of Operations

The future oriented condensed statement of operations provides an overview of the PBC's operations for 2022-23 to 2023-24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [PBC's website](#).^{xxxvi}

Future oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022-23 Forecast Results	2023-24 Planned Results	Difference (2023-24 Planned Results minus 2022-23 Forecast Results)
Total expenses	78,927,855	80,391,889	1,464,034
Total revenues	937,500	330,000	(607,500)
Net cost of operations before government funding and transfers	77,990,355	80,061,889	2,071,534

Planned results for the 2023-24 fiscal year are expected to be slightly higher than the 2022-23 forecast. The majority of the increase is the result of \$3.0 million related to the planned operating budget carry forward from 2022-23 to 2023-24 and offset by a reduction of \$0.6 million in revenues.

Corporate information

Organizational Profile

Appropriate minister: The Honourable Marco E. L. Mendicino, P.C., M.P.

Institutional head: Jennifer Oades, Chairperson.

Ministerial portfolio: Minister of Public Safety.

Enabling instrument: The legal authorities under which the PBC operates includes the [Corrections and Conditional Release Act](#)^{xxxvii} and its Regulations, the [Criminal Records Act](#)^{xxxviii} and its Regulations, the Letters Patent, the [Criminal Code](#),^{xxxix} the [Canadian Charter of Rights and Freedoms](#),^{xl} and other legislation.

Year of incorporation commencement: 1959.

Other: The PBC contributes to the Government of Canada's outcome of a safe and secure Canada. The PBC contributes to this outcome by making timely conditional release, record suspension, and expungement decisions and clemency recommendations.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of [Public Safety](#).^{xli} The Minister, however, does not have statutory authority to give direction to the Chairperson or other Board members of the PBC in the exercise of their decision-making powers. This structure helps to ensure the impartiality and integrity of the PBC's decision-making process.

In making conditional release, record suspension/pardon decisions, as well as clemency recommendations, the PBC's primary objective is the protection of society. In rendering its decisions, the PBC is autonomous and independent. However, its decisions are open and transparent to the public, consistent with its legislation and policies.

Public safety is the paramount consideration in all PBC decisions. The PBC contributes to public safety by facilitating, as appropriate, the timely reintegration of offenders into society as law-abiding citizens. In addition, a record suspension or pardon allows people who were convicted of a criminal offence, but who have completed their sentence and demonstrated they are law-abiding citizens for a prescribed number of years, to have their criminal record kept separate and apart from other criminal records.

The PBC also has legislative responsibility to order or refuse to order the expungement of records of convictions for eligible offences that would be lawful today under the [Expungement of Historically Unjust Convictions Act](#).^{xlii}

Outcomes of the PBC's work can be found in its annual [Performance Monitoring Report \(PMR\)](#).^{xliii} The PMR provides performance and statistical information for the past five years for the PBC's two legislative based core responsibilities: conditional release, and record suspension and clemency.

The PBC carries out its responsibilities through a national office in Ottawa, as well as six offices in five regions across the country (Atlantic, Quebec, Ontario, Prairie, and Pacific).

PBC Locations



The PBC's regional offices deliver the conditional release program. Conditional release decisions are made by Board members, who are supported in their decision-making by Public Service staff. Staff schedule hearings, review file information for decision-making, ensure that information for decision-making is shared with offenders, and communicate conditional release decisions to CSC representatives and others as required. Regional staff also provide information to victims, make arrangements for observers at hearings, manage requests for access to the PBC's Decision Registry, and deliver program outreach and engagement activities.

While Board members from all five regions and the national office make decisions related to record suspensions, the data collection, investigation and assessment work for record suspensions and clemency are conducted by Public Service staff at the national office. In addition, Board members in the Appeal Division at the national office review conditional release decisions upon receipt of an application for appeal to determine if the law and processes were respected.

Public Service employees at the national office develop national policies and procedures related to all core responsibilities, coordinate Board member qualification and appointment processes, as

well as Board member training, deliver a program of public information education, and respond to Access to Information and Privacy (ATIP) requests. Other work performed at the national office includes strategic and operational planning, policy development, resource management, program monitoring, professional standards, quality assurance (e.g. case reviews and investigations), and an array of internal services.

Consistent with the provisions of the Acts that govern the PBC, Board members are independent in their decision-making responsibilities, and free from outside interference of any kind. As independent decision-makers, Board members are bound by legislation, guided by policy, and are responsible for:

- Reviewing all information available to them for consideration in conditional release, record suspension/pardons, and clemency cases;
- Conducting an in-depth analysis of each case, and requesting additional information, as necessary, to support quality decision-making;
- Assessing the risk and other factors related to cases, voting independently on the disposition of each case, and providing sound, well-documented, written reasons for decisions; and
- Ensuring that reviews are conducted in accordance with the duty to act fairly, and with respect for all procedural safeguards.

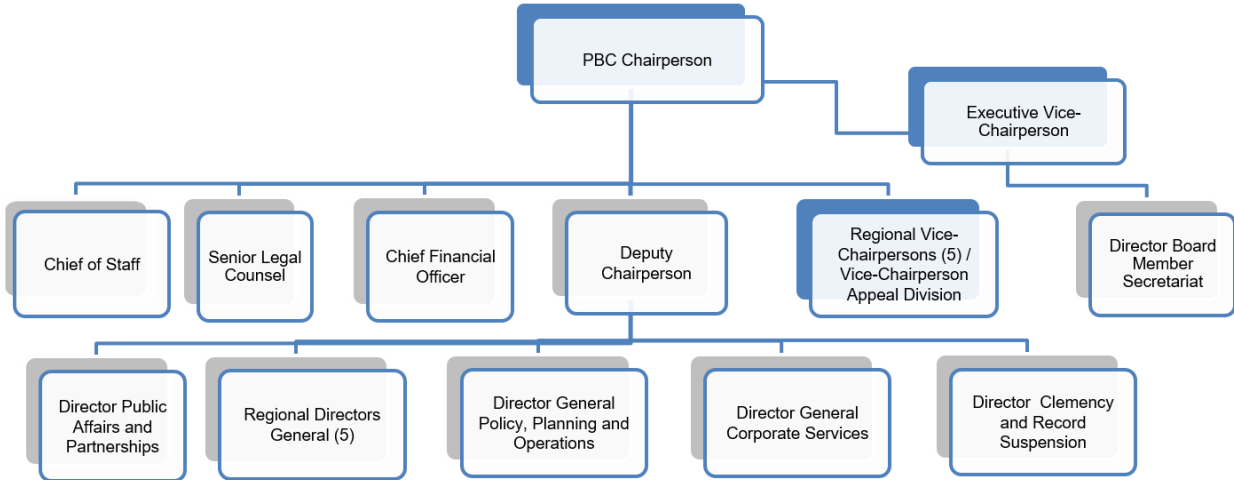
The Chairperson of the PBC is a full-time Board member of the PBC and its Chief Executive Officer. The Chairperson directs the PBC's delivery of core responsibilities in keeping with the Government of Canada's overall plans and priorities. The Chairperson is accountable for the effectiveness and efficiency of the PBC's policies and operations and is assisted in these responsibilities by the Executive Vice-Chairperson, the Vice-Chairperson of the Appeal Division, the five regional Vice-Chairpersons, and senior managers.

The Executive Vice-Chairperson exercises all powers, duties, and responsibilities of the Chairperson, in the event of the absence of the Chairperson or vacancy in the office of the Chairperson. The Executive Vice-Chairperson is responsible for overseeing the Board member qualification and appointment processes, training, professional conduct, conflicts of interest, Board member complaints and annual evaluations as well as quality assurance for all Board members and Vice-Chairpersons at the PBC. The Executive Vice-Chairperson is also responsible for the Appeal Division operations.

The Deputy Chairperson of the PBC is its senior staff member and Chief Operating Officer. The Deputy Chairperson, in support of the Chairperson, provides leadership for strategic and operational planning, policy development, resource management, program monitoring and administration, as well as the operation of the national and regional offices.

The following organizational chart provides additional details.

Note: Within the chart below the blue background denotes Governor-in-Council term appointees and the grey background signifies public service employees.



Raison d’être, mandate, and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on the [PBC’s website](#).^{xliv}

For more information on the department’s organizational mandate letter commitments, see the [mandate letter](#).^{xlv}

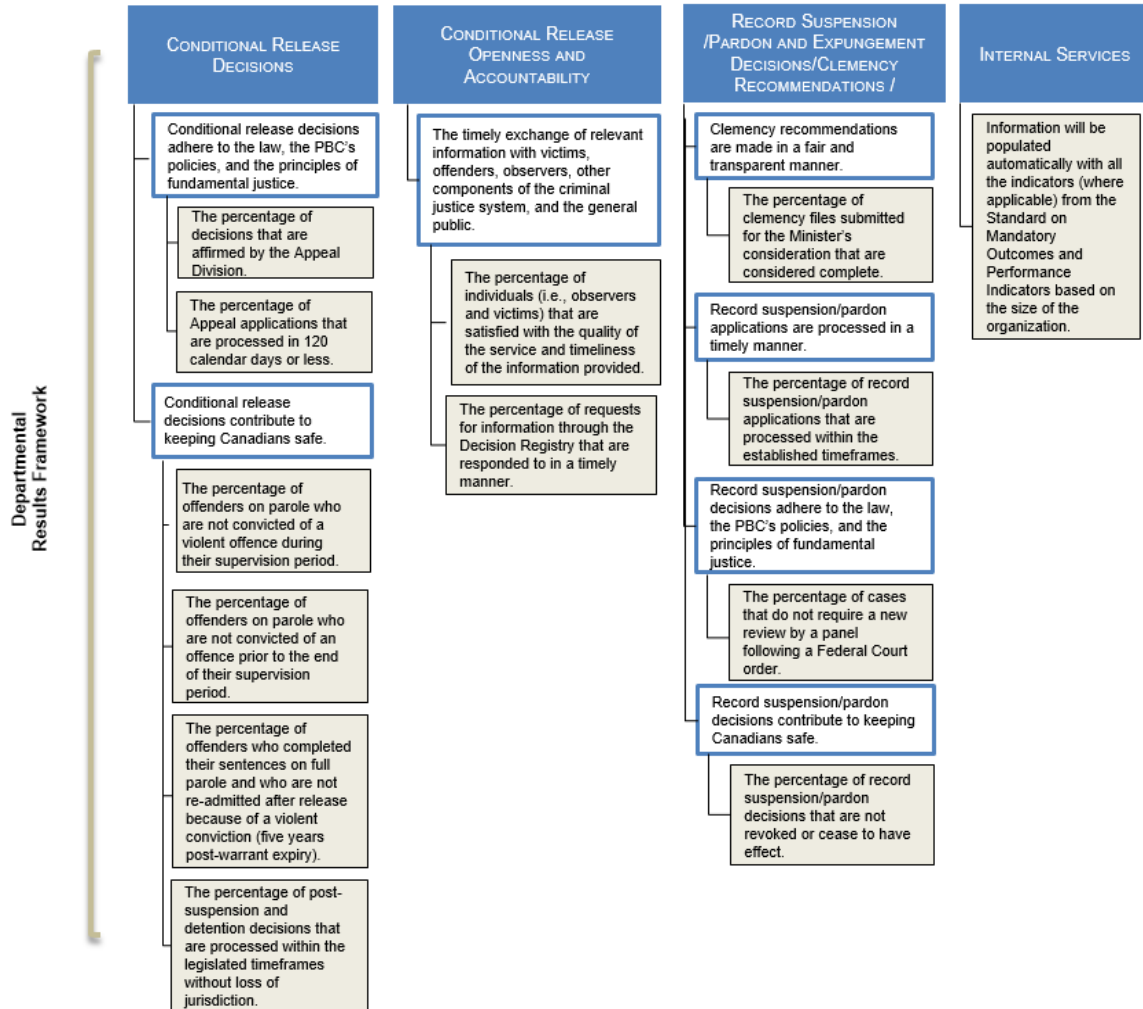
Operating Context

Information on the operating context is available on the [PBC’s website](#).^{xlvi}

Reporting Framework

The PBC’s approved Departmental Results Framework (DRF) and Program Inventory for 2023-24 are as follows:

Note: Within the chart below the blue background denotes core responsibilities and program inventory; the white background signifies departmental results, and the beige background reflects result indicators.



Changes to the approved reporting framework since 2022-23:

- No changes have been made to the PBC’s DRF in 2023-24.

Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the PBC's Program Inventory is available in the [GC InfoBase](#).^{xlvii}

Supplementary information tables

The following supplementary information tables are available on the [PBC's website](#).^{xlviii}

- Gender-based Analysis Plus (GBA+).

Federal Tax Expenditures

The PBC's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xlix} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Organizational Contact Information

Mailing Address: Public Affairs and Partnerships Division
 410 Laurier Avenue West
 Ottawa, Ontario
 K1A 0R1

Telephone: (613) 954-7474
E-mail: info@PBC-CLCC.gc.ca
Website(s): Canada.ca/Parole-Board-of-Canada

Appendix: definitions

Appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

Departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

Departmental Results Framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

Full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to

meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

Government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023-24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

High impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

Horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

Plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels

Program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

Result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

Statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- ii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- iii Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- iv Correctional Service Canada, <http://www.csc-scc.gc.ca/index-eng.shtml>
- v Royal Canadian Mounted Police, <http://www.rcmp-grc.gc.ca/en/home>
- vi Department of Justice, <http://www.justice.gc.ca/eng/>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/c-44.6/>
- xi Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-23.7/page-1.html>
- xii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-23.7/page-1.html>
- xiii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xviii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xix Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xx Parole Board of Canada, <https://www.canada.ca/en/parole-board/services/clemency/what-is-the-exercise-of-clemency-royal-prerogative-of-mercy.html>
- xxi Department of Justice , <https://laws-lois.justice.gc.ca/eng/regulations/SOR-95-210/index.html>
- xxii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxiii Department of Justice, https://laws-lois.justice.gc.ca/eng/annualstatutes/2010_5/page-1.html
- xxiv Department of Justice, https://laws-lois.justice.gc.ca/eng/annualstatutes/2012_1/
- xxv Department of Justice, <https://laws-lois.justice.gc.ca/eng/const/page-12.html>
- xxvi Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxvii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xxviii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxix Department of Justice, https://laws-lois.justice.gc.ca/eng/annualstatutes/2019_20/page-1.html
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- xxxiv Government of Canada, <https://gazette.gc.ca/rp-pr/p2/2020/2020-06-24/html/sor-dors130-eng.html>
- xxxv 2023-24 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- xxxvi Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians.html>

- xxxvii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- xxxviii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxxix Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html>
- xl Department of Justice, <http://laws-lois.justice.gc.ca/eng/const/page-15.html>
- xli Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- xlii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xliii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians/performance-monitoring-report.html>
- xliv Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/mandate-and-role.html>
- xlv Minister of Public Safety's Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- xlvi Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians/report-on-plans-and-priorities/2023-2024/2023-24-departmental-plan-operating-context.html>
- xlvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xlviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians/report-on-plans-and-priorities/2023-2024/supplementary-information-table-2023-2024.html>
- xlix Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>