

2021-22
Departmental Results Report

Parole Board of Canada

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Minister of Public Safety

2021-22 Departmental Results Report (Parole Board of Canada)

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Chairperson's message

As Chairperson of the Parole Board of Canada (PBC), I am pleased to present the 2021-22 Departmental Results Report (DRR). This report provides parliamentarians and Canadians with an overview of the PBC's performance in delivering on its established plans and priorities this past fiscal year.

The PBC is an independent administrative tribunal. As part of the criminal justice system, the PBC contributes to the protection of society by facilitating, as appropriate, the timely reintegration of offenders and the sustained rehabilitation of individuals into society as law-abiding citizens. The PBC makes independent, quality conditional release, record suspension/pardon and expungement decisions, as well as clemency recommendations, in a transparent and accountable manner, while respecting diversity and the rights of offenders and victims.

The 2021-22 DRR demonstrates the PBC's continuing commitment in delivering its priorities and objectives. The PBC remains committed to successfully deliver its mandate in the midst of the ongoing COVID-19 pandemic. The PBC continued to contribute to public safety and adapted and innovated through the following notable accomplishments:

- Offered a stable, safe and secure teleconference and videoconference system allowing victims and other observers to participate in a remote hearing during the COVID-19 pandemic;
- Strengthened the use of technology to create an Information Management/Information Technology (IM/IT) strategy that meets the PBC's evolving requirements;
- Continued to deliver outreach virtually by harnessing the use of technology to overcome the limitations placed on traditional face-to-face outreach by COVID-19; and
- Conducted diversified outreach and engagement activities directed at a broad range of target audiences, such as ethno-cultural groups, community and criminal justice partners, Indigenous offenders, women offenders victims' organizations and academia.

I am extremely proud of what the PBC accomplished this past year and the continuing unwavering commitment, resilience and adaptability of our Board members and employees to continue to contribute to a safe society during an unprecedented global health crisis.

Jennifer Oades
Chairperson, Parole Board of Canada

Results at a glance

Results for the PBC include:

Actual Spending 2021-22	Actual full-time equivalents (FTEs) 2021-22
58,752,818	493
Key Achievements of the PBC in 2021-22	
<ul style="list-style-type: none"> • Completed 13,668 conditional release reviews for federal and provincial/territorial offenders, and rendered 1,615 record suspension and 6,970 pardon decisions. As well, there were 143 cannabis record suspensions ordered. • On December 21, 2021, the Government of Canada announced a reduction of the record suspension application fee from \$657.77 to \$50.00. The fee reduction was made in accordance with the Pardon Services Fees Order,ⁱ and took effect on January 1, 2022. The previous application fee was considered to be a significant financial barrier for many individuals with a criminal record wanting to apply for a record suspension. The fee decrease fulfills the Government’s announced intention to increase accessibility to the record suspension program, particularly for groups facing pre-existing socioeconomic barriers such as Indigenous Peoples, Black Canadians, and other marginalized groups. This measure helps alleviate pre-existing barriers for those disproportionately affected by the criminal justice system, while facilitating access to employment, housing, education and other necessities to support sustained reintegration for individuals who have served their sentences and are living law-abiding citizens. • Delivered a total of 222 outreach activities to approximately 3,868 people across Canada, an increase of 68% over the total number of activities conducted in 2020-21. Of these 222 activities, 149 were outreach and 73 were in-reach. There was a continued emphasis on delivering outreach to racialized and marginalized groups. The PBC participated in approximately 59 Indigenous-related outreach events with community and government partners, an increase of 111% over the previous year (28). The PBC also participated in approximately 51 outreach events related to women, an increase of 168% from the previous year (19). Outreach activities to victims of crime also increased to 65 from 47 the previous year, an increase of 38%. • In January 2022, the PBC released Responsive Hearings for Indigenous Offenders: A Reference Manual for Elders and Cultural Advisors as a means to provide consistent direction and support to PBC Elders and Cultural Advisors. The manual also helps to ensure that the role of PBC Elders and Cultural Advisors are well understood. 	

For more information on PBC’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core Responsibilities

Conditional Release Decisions

Description

Conditional release is based on the principle 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 a release process. Through this core responsibility, the Parole Board of Canada (PBC) staff provides timely, accurate information for Board member decision-making, and develops training and policies that are essential tools for risk assessment and decision-making.

Results

In 2021-22, 11 Governor-in-Council appointments/reappointments were made to the PBC (i.e., 7 new Board members and 4 Board members were reappointed). Of the 11 appointments and reappointments, 9% were Indigenous, 55% women, and 36% visible minorities. The new Board members were required to complete the initial Board Member Training in their respective regions, as well as at the national office, to prepare for their new roles and responsibilities. The Board Member Secretariat's Training Section continued to deliver the following training virtually during 2021-22; four (4) Board Member orientation trainings; one for Vice-Chairpersons, two (2) for Pardon and Record Suspension training courses; and some other continuous training for Board members and Vice-Chairpersons.

HIGHLIGHTS

- Review and update of the Board Member Training Program Framework.
- New mandatory trainings for all Board members.
- Completion of a nationwide Board member Qualification Process.
- Operationalize the application of guiding principles for women in the conditional release process.
- Ensured national harmonization of Board member work assignment, scheduling practices and oversight.
- New Reference Manual for Elders and Cultural Advisors.

The Training Section collaborated with the Legal Services Unit and the Appeal Division to develop and deliver half-day sessions on legal elements and issues as well as Appeal Division trends to all Board members in a virtual setting. Additionally, virtual continuous training sessions on topics including Intimate Partner Violence were delivered to all Board members. Of note, the Annual Training on Risk Assessment, the PBC's major learning event for Board members, was delivered entirely virtually in 2021-22. As well, the guide for PBC's Risk Assessment Tools, which provides Board members an overview of best practices in risk assessment, and summarizes the evidence base available underwent a review to reflect advances in the field of risk assessment since the last revision and

incorporates new risk assessment tools being used by Correctional Services Canada (CSC). Information on the validity and applicability of risk assessment tools to special populations was also revised, and includes updates for Indigenous populations further to the 2018 Supreme Court of Canada decision in [Ewert v. Canada](#).ⁱⁱ The quality of Board member training has produced positive results. Over the last ten years, 99.7% of offenders on parole have not resulted in a conviction for a new violent offence committed prior to the end of the supervision and 99.29% of offenders who completed their sentences on full parole five years ago have not re-offended and returned to a federal penitentiary because of a new violent offence.

The PBC completed the implementation of processes and practices stemming from the new *Directive on Quality Assurance*. This Directive assists Board members in achieving the highest quality decision-making, as the PBC is committed to ensuring that its Board members are provided with the necessary training, tools and support to enable them to carry out their legislated duties. Quality Assurance provides relevant information regarding potential gaps and best practices in meeting these requirements, and that makes recommendations to improve the quality of Board member's decision-making. This reinforces PBC's perpetual efforts to improve the quality of decisions, contributes to public safety, and strengthens national consistency in Board members decision-making and decision writing.

The PBC's Appeal Division conducted 376 reviews, affirming 392 out of 482 (81.33%) decisions¹ in these reviews. The current affirmation rate is slightly below the departmental result target of 85%. The most common reasons for which the Appeal Division intervened was Inadequate/Unfair Risk Assessment and Risk Assessment: Special Conditions.

In 2021-22, 35 reviews were completed or initiated where an offender, on conditional release, was charged with a serious offence. Two (2) National Joint Board of Investigations (BOI)² with CSC were concluded and one (1) other was launched. As well, a total of 31 Commissioner's Detention Referrals along with two (2) requests from the CSC Commissioner to the PBC Chairperson to withdraw the initial referrals were processed by the PBC.

During the year, the Professional Standards Section provided 45 advisory services to Board members on subjects including conflict of interest and the Board Members' Code of Professional Conduct. In addition, it coordinated the Board member and Vice-Chairperson evaluation processes.

¹ The Appeal Division reviews conducted may include more than one decision.

² The purpose of National Joint BOI is to report on matters relating to the operations of the PBC and CSC. A National Joint BOI allows for a thorough review of the actions taken by the PBC and CSC to verify that actions are consistent with the law, policies, and the mission of conditional release. National Joint BOI reports support the PBC and CSC's probity, transparency, accountability, and professionalism. National Joint BOIs enable the PBC and CSC to learn from incidents and help identify elements in areas such as policy, procedures, and training, in an effort to reduce the likelihood of such incidents in the future. The focus of the National Joint BOI is on the facts leading up to an incident and analyzing issues related to the release of an offender. A National Joint BOI is an administrative investigation. It is not a criminal investigation into an incident.

Gender-based analysis plus

In 2021-22, initial gender-based analysis plus (GBA+) of conditional release data indicates that there were no significant disparities between different groups in terms of actual results, as outlined below, with the exception of the indicator for Appeals. Although the table below does not disaggregate data by gender, the initial analysis examined these results in more detail. Evidence suggests that Indigenous offenders appeal PBC decisions less frequently than other offenders.

Results achieved

The following table shows, for Conditional Release Decisions, the results achieved, the performance indicators, the targets and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
Conditional release decisions contribute to keeping Canadians safe.	The percentage of offenders on parole who are not convicted of an offence prior to the end of their supervision period.	≥96%	March 31, 2022	98%	98%	99% ³
	The percentage of offenders on parole who are not convicted of a violent offence during their supervision period.	≥98%	March 31, 2022	100%	100%	100% ⁴
	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, 2022	99%	99%	99%
Conditional release decisions contribute to keeping Canadians safe	The percentage of post-suspension and detention decisions that are processed within the legislated timeframes without loss of jurisdiction.	≥98%	March 31, 2022	100%	100%	100%

³ This metric is not always static for previous fiscal years, as offenders can be charged with an offence that occurred during a supervision period and then subsequently convicted of the offence after the fiscal year end.

⁴ This metric is not always static for previous fiscal years, as offenders can be charged with an offence that occurred during a supervision period and then subsequently convicted of the offence after the fiscal year end.

Departmental results	Performance indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
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, 2022	79%	86%	81%

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

Budgetary financial resources (dollars)

The following table shows, for Conditional Release Decisions, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 Planned spending	2021-22 Total authorities available for use	2021-22 Actual spending (authorities used)	2021-22 Difference (actual spending minus Planned spending)
39,224,460	39,224,460	39,411,081	37,771,739	(1,452,721)

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

Human resources (full-time equivalents)

The following table shows, in full time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 Planned full-time equivalents	2021-22 Actual full-time equivalents	2021-22 Difference (actual full-time equivalents minus Planned full-time equivalents)
328	320	(8)

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

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 \(CCRA\)](#).^{vi} This core responsibility 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(s) occurs), monitoring the PBC's performance and reporting on conditional release results.

Results

Nearly 3,400 people observed a PBC hearing in 2021-22 (including victims and their support persons, members of the public, students, the media, PBC staff, and other government officials). The [CCRA](#)^{vii} permits access to specific decisions and to decisions for research purposes through the PBC's Registry of Decisions. In 2021-22, the PBC released nearly 6,700 decisions from its Registry of Decisions. Victims were the most frequent requestors (approximately 45%), followed by the media (approximately 32%).

HIGHLIGHTS

- An information booklet for women parole applicants has been created to facilitate their participation in the parole process.
- In-reach activities to prepare women for parole hearings.

During 2021-22, the Public Affairs and Partnerships Division and regional offices continued to work closely together to assess the ongoing challenges presented by the pandemic in relation to the PBC's outreach program, and maintain the previous year's momentum in delivering outreach through the use of technology.

As part of the action plan to respond to the PBC's report on "Gendered Parole: Responding to Women Offenders Needs", ongoing in-reach sessions are provided to women offenders including Indigenous women residing in the Healing Lodge and facilities defined under [Section 81](#)^{viii} of the [CCRA](#),^{ix} a responsive booklet "Women Parole Applicants: Helpful Information about the Parole Process" was developed as a communication tool and to enhance understanding and retention of the parole process to support the in-reach initiatives.

Research at the PBC informs data-driven policies and practices to facilitate the timely reintegration into society and rehabilitation, while respecting diversity and the rights of offenders and victims. Research plays a central role in the PBC's ability to make quality conditional release and record suspension decisions. Projects are added or reprioritized each year based on PBC priorities, organizational needs, emerging issues, and availability of data. As part of the PBC's research function, the Policy and Operations Division has conducted research and studies. Three (3) research brief were developed; one on the impact

of the pandemic on conditional release, another on Use of Parole Conditions by the PBC, and one on the Link Between Denial of Responsibility and Risk of Reoffending.

The PBC is committed to ensuring that culturally responsive hearings continue to be accessible during the pandemic and, as a result, culturally adapted virtual hearings have been offered as of May 2021, where in-person Elder Assisted Hearings (EAHs) and Community-Assisted Hearings (CAHs) are not possible. The PBC conducted 459 culturally adapted hearings, whether in-person or remotely, compared to 75 in the previous year.

The PBC received a total of 6 victim complaints in 2021-22 under the [Canadian Victims Bill of Rights](#)^x, of which 5 were deemed inadmissible. Of the one complaint deemed admissible, it was assessed as unfounded, as it was determined that the victim's rights had not been denied or infringed upon and that the Board had complied with policy and legislation.

Results achieved

The following table shows, for Conditional Release Openness and Accountability, the results achieved, the performance indicators, the targets and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Performance Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
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. ⁵	≥80%	PBC questionnaire conducted in 2016-17. The next questionnaire is planned for 2022-23.	92%	92%	92%
	The percentage of requests for information through the Decision Registry that are responded to in a timely manner.	≥80%	March 31, 2022	99%	96%	96%

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

⁵ Results are based from a questionnaire completed in 2016-17. The next survey is planned for fiscal year 2022-23.

Budgetary financial resources (dollars)

The following table shows, for Conditional Release Openness and Accountability, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 Planned spending	2021-22 Total authorities available for use	2021-22 Actual spending (authorities used)	2021-22 Difference (actual spending minus Planned spending)
4,653,067	4,653,067	4,641,284	4,490,685	(162,382)

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

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 Planned full-time equivalents	2021-22 Actual full-time equivalents	2021-22 Difference (actual full-time equivalents minus Planned full-time equivalents)
46	49	3

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

Record Suspension and Expungement Decisions/Clemency Recommendations

Description

A record suspension or pardon is designed to support the successful reintegration of an individual into society. It is a formal attempt to remove the stigma of a criminal record for people convicted of an offence under an Act of Parliament, who have completed their sentence, having met criteria in the [Criminal Records Act \(CRA\)](#)^{xiv} and demonstrated law-abiding behaviour for a prescribed number of years. Record suspensions or pardons can be revoked or cease to have effect for a number of reasons. Through this core responsibility, the PBC screens applications for completeness and eligibility, collects information for Board member decision-making and develops policy to guide decision processes. In addition, under the [Expungement Act](#)^{xv} 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](#)^{xvi} may apply, as well as authorized representatives in cases where the person is deceased. The main difference between a record suspension and an expungement is that with a record suspension, the criminal record is held ‘separate and apart’ from other criminal records, while an expungement will destroy the record. The PBC is also responsible for assessing requests and providing recommendations under the [Royal Prerogative of Mercy](#)^{xvii} (i.e., Clemency) and providing advice to the Minister on the merits of each case.

Results

The PBC received 10,981 record suspension/pardon applications, which represents a 20% increase from the 9,140 applications received in 2020-21. The PBC accepted 7,269 applications or 66% of total applications for processing. There were 1,926 applications received, but not yet processed at the end of the fiscal year. The high number of unprocessed applications was due, in large part, to the rise in application volumes close to fiscal year-end. The program rendered 1,615 record suspension and 6,970 pardon decisions.

HIGHLIGHTS
<ul style="list-style-type: none"> • Government of Canada Made Applying for a Record Suspension (Pardon) More Affordable. • Record Suspension Application Volumes Increased. • Record Suspension Application Processing Fee - Remission Policy^{xviii} • Service Standards Met in 99% of Applications.

The Record Suspension Program was significantly impacted by the pandemic and measures taken by governments, police services and courthouses to adhere to public health and safety guidelines. While there was a noted increase in overall applications received in 2021-22 compared to the previous year, application volumes remained lower than the years leading up to the pandemic.

On March 19, 2020, the Federal Court declared the transitional provisions of amendments made in 2010 and 2012 to section 4 of the [CRA](#)^{xix} namely, section 10 of the [Limiting Pardons of Serious Crimes Act](#)^{xx} and section 161 of the [Safe Streets and Communities](#)

[Act](#),^{xxi} unconstitutional. The Court concluded that these provisions infringed on subsections 11(h) and 11(i) of the [Canadian Charter of Rights and Freedoms](#).^{xxii} In light of this decision, the PBC no longer applies retrospectively legislative amendments made to the [CRA](#)^{xxiii} 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. Pursuant to this judgement, many of these applicants have their requests processed as pardon applications (rather than record suspensions) under the applicable version of the [CRA](#).^{xxiv}

The PBC continued to process record suspension/pardon applications according to the following service standards:

- Applications seeking a record suspension/pardon for (an) offence(s) tried summarily will be processed within 6 months of application acceptance;
- Applications seeking a record suspension/pardon for (an) offence(s) tried by indictment will be processed within 12 months of application acceptance; and
- Applications in which the PBC is proposing to refuse to order a record suspension/deny a pardon may require up to 24 months after application acceptance to complete. The reason for this is that under the [CRA](#),^{xxv} the PBC must notify the applicant in writing of its proposal to refuse, and advise them that they are entitled to make, or have made on their behalf, any representations to the PBC that they believe relevant.

On April 1, 2021, the PBC introduced its [Remission Policy](#).^{xxvi} The [Service Fees Act](#)^{xxvii} aims at strengthening the transparency and accountability of service fees management. A key component of this Act is the introduction of remissions. A remission is the refund, credit, waiver or any kind of reimbursement to a fee-payer for a fee or portion of a fee paid in respect of a service for which the department determines the service standard was not met. The objective of this policy is to provide a fair and consistent approach in the management of remissions in accordance with Treasury Board policies and directives. This policy provides direction to PBC and clarifies its roles and responsibilities with respect to monitoring service standards for record suspension applications and providing remission of a percentage of the application fee when these standards are not met. The [PBC's Remission Policy](#)^{xxviii} applies only to applications received between April 1, 2021 and December 31, 2021 with a processing fee of \$657.77 or \$644.88. Although there are no legislated service standards attached to the new \$50.00 application fee, the PBC will continue to process applications in a timely manner and endeavour to adhere to the established processing times noted above.

In 2021-22, the PBC's Clemency Unit received 21 requests for the [Royal Prerogative of Mercy \(RPM\)](#),^{xxix} assessed 45 files, and had 135 (does not include [CCRA](#)^{xxx} remedies) active files at year-end. In addition, the PBC received 18 applications for expungement and returned all 18 ineligible (i.e., outside the scope and eligibility criteria included in the [Expungement Act](#)).^{xxxi}

In 2021-22, the PBC received 195 applications for simple possession of cannabis, returned 49 as ineligible or incomplete, and ordered 143, while 3 applications had not yet been

processed. This volume continues to be lower than the number of applications that were anticipated. There are no definitive statistics available on the number of Canadians with only simple possession of cannabis convictions, and PBC is therefore unable to estimate the number of applications it may receive, or when these applications may be submitted. It is possible that some individuals with this type of conviction have already applied for and received a pardon/record suspension, have passed away, or have no interest in applying, as it has no impact on their situation. Individuals with simple possession of cannabis convictions may also have other convictions on their criminal record, such as trafficking, that make them ineligible for a cannabis record suspension.

Results achieved

The following table shows, for Record Suspension and Expungement Decisions/Clemency Recommendations, the results achieved, the performance indicators, the targets and the target dates for 2021-22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Performance Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
Record suspension and pardon decisions contribute to keeping Canadians safe.	The percentage of record suspension or pardon decisions that are not revoked or cease to have effect.	≥95%	Annual	95%	95%	95%
Record suspension and 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. ⁶	≥95%	Annual	N/A	100%	100%

⁶ This is a new indicator and target as a result of a revision to the PBC's Departmental Results Framework and is being reported on for the first time in 2020-21.

Departmental Results	Performance Indicators	Target	Date to achieve target	2019-20 Actual results	2020-21 Actual results	2021-22 Actual results
Record suspension and pardon applications are processed in a timely manner.	The percentage of record suspension or pardon applications that are processed within the established timeframes.	≥95%	Annual	100%	89% ⁷	99% ⁸
Clemency recommendations are made as part of a fair and equitable process.	The percentage of clemency files submitted for the Minister's consideration that are considered complete.	≥95%	Annual	100%	100%	100%

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

Budgetary financial resources (dollars)

The following table shows, for Record Suspension and Expungement Decisions/Clemency Recommendations, budgetary spending for 2021-22, as well as actual spending for that year.

2021-22 Main Estimates	2021-22 Planned spending	2021-22 Total authorities available for use	2021-22 Actual spending (authorities used)	2021-22 Difference (actual spending minus Planned spending) ⁹
478,152	2,410,452	6,255,333	3,354,955	944,503

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

⁷ The spread of the COVID-19 pandemic affected the operations of the Clemency and Record Suspensions Division, particularly during the first half of the year. During the first months of the pandemic, accessing the office in person to process files was a challenge, but PBC quickly adapted its operations to overcome this challenge.

⁸ Following a year in which an unusually high number of breaches of service standards occurred as a result of measures taken during the pandemic, the PBC returned to its usual level of service performance in 2021-22.

⁹ This core responsibility is funded through Vote Netted Revenue (VNR) (i.e., the authority to apply revenues earned by the organization to cover costs incurred for specific activities by that organization).

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021-22.

2021-22 Planned full-time equivalents	2021-22 Actual full-time equivalents	2021-22 Difference (actual full-time equivalents minus Planned full-time equivalents)
62	57	(5)

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

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

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

Results

Despite the challenges caused by the pandemic, Internal Services continued to deliver services efficiently in support of the PBC's core responsibilities. As the pandemic evolved, Internal Services monitored the situation and modified the health and safety measures as needed, enhanced Information Technology (IT) tools and mobile technology to support the continuation of remote work, issued departmental COVID-19 guidance, and updated pandemic tracking and reporting protocols to ensure and sustain the psychological health and safety of Board members and employees. Additionally, to ensure that employees were well informed on the provisions of the workplace amid the pandemic, regular messages were sent to staff informing them of the in-office capacity, safety measures, requirements to return to the workplace (i.e., isolation periods, lab-based testing/rapid testing

HIGHLIGHTS

- Launch of PBC's Talent Management (TM) Framework.
- Implementation of the Policy on COVID-19 Vaccination for the Core Public Administration.
- PBC's Response to the Clerk's Call to Action on Anti-Racism, Equity and Inclusion.
- New regulations and mandatory training on Workplace Harassment and Violence Prevention.
- Implementation of Microsoft Teams with all Government of Canada colleagues.
- PBC Women@Work talks - opportunity to share experiences, challenges and successes in their careers.

conditions, etc.), and the changes to COVID-19 public health guidance, among many other measures.

In fall 2021, Internal Services implemented the [Policy on COVID-19 Vaccination for the Core Public Administration](#).^{xxxv} In response, 97.6% of PBC employees are either fully or partially vaccinated, which speaks to the professionalism and integrity of the PBC's workforce. As required by this policy, the PBC also coordinated the onboarding of applicable employees into the Federal Workplace Testing Program, ensuring that a testing protocol was in place, and that rapid test kits are supplied to these employees on an ongoing basis for them to self-test multiple times weekly while in the program.

In 2021-22, the PBC established a Working Group on Systemic Racism and Diversity to examine offender experience, employee experience, and the larger criminal justice system. The results of this review was used to create the PBC's Diversity and Inclusion Plan in support of the different legislative requirements and the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service.

The PBC developed a strategy that includes an action plan with activities and timelines to maintain and foster the highest values and ethical standards for all Board members and employees. As such, Internal Services developed and maintained a background infrastructure to ensure PBC employees have access to the tools needed to keep themselves informed about values and ethics and have a means of communicating feedback/issues to the appropriate authority. Likewise, Internal Services provided various training opportunities and communication products to facilitate and reinforce individual and organizational ethical behaviour. The PBC has promoted an Ombuds service, to assist with increasing the visibility of values and ethics at the PBC and ensure employees are well equipped with the right information and training when faced with a violation.

Talent Management (TM) is an integral part of the PBC, as such, Internal Services is developing programs to train and retain talent. For instance, the PBC created a new TM Framework to allow employees to talk openly with their manager about their career aspirations, plans and learning needs, and is separate from any conversations about performance.

In addition, in preparation for a future return to work, the PBC has undertaken a complete review of its Telework Policy. The PBC recognizes the opportunities that a flexible working arrangement, such as telework, provides employees. To achieve this, the Committee on the Future at Workplace analyzed all positions against the Hybrid Work Position Profile Guidelines and established which positions have the potential to telework.

From an IM/IT perspective, Internal Services continues to improve the collaboration tool that helps team stay organized and have conversations. The Microsoft Teams application was introduced to the PBC in July 2021, it is a communication tool that facilitates conversations, meetings, calls (voice and video), in addition to many other features such as virtual breakout rooms, whiteboard capacity, screen sharing and communication with any other public servant in a federal organization, all in one place.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021-22, as well as spending for that year.

2021-22 Main Estimates	2021-22 Planned spending	2021-22 Total authorities available for use	2021-22 Actual spending (authorities used)	2021-22 Difference (Actual spending minus Planned spending)
11,015,044	11,015,044	14,490,857	13,135,439	2,120,395

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021-22.

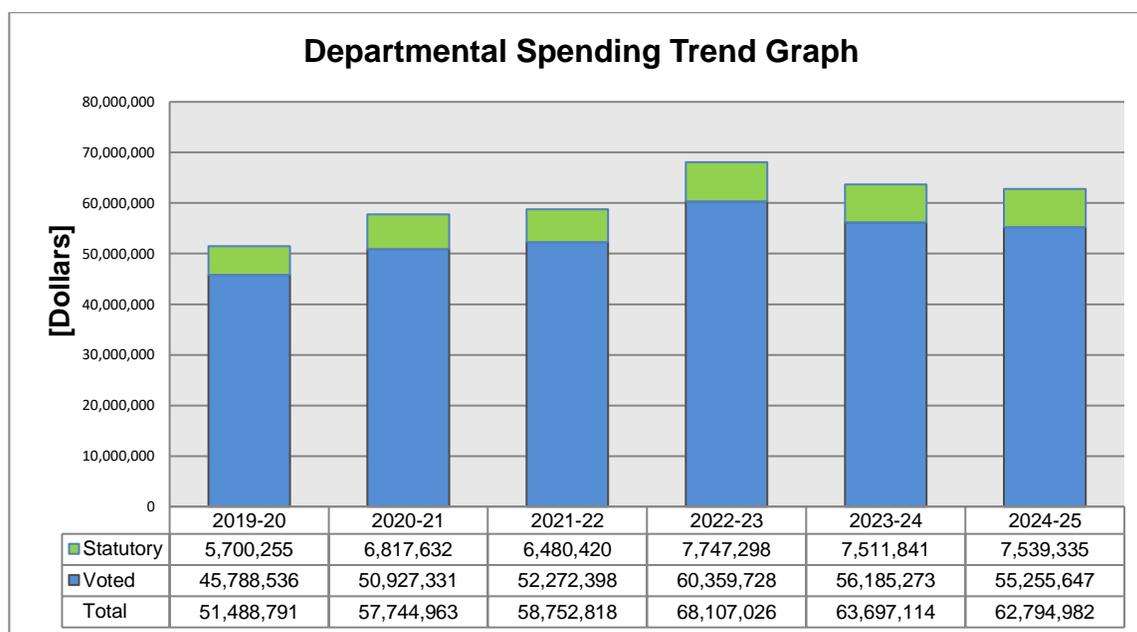
2021-22 Planned full-time equivalents	2021-22 Actual full-time equivalents	2021-22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
70	67	(3)

Spending and human resources

Spending

Spending 2019-20 to 2024-25

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



The PBC's expenditures in 2021-22 increased by \$1.0 million or 1.7% compared to the previous fiscal year. This increase is primarily due to expenditures related to additional funding received in supplementary estimates for Pardons Reform and workload capacity for the Conditional Release Decisions core responsibility. This additional funding is also reflected in the planned increase for 2022-23. The decrease planned for 2023-24 and beyond is mainly because the workload capacity funding was provided for two years ending in 2022.

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

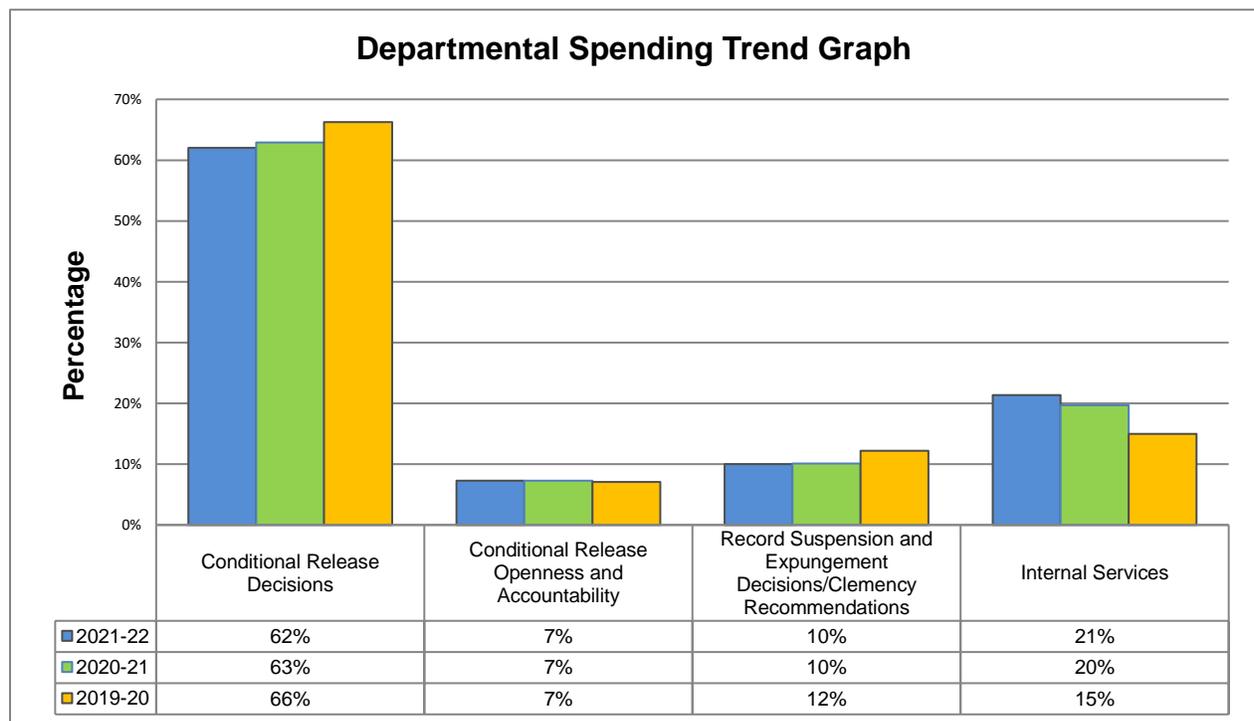
The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for PBC’s core responsibilities and for internal services.

Core responsibilities and internal Services	2021-22 Main Estimates	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending	2021-22 Total authorities available for use	2019-20 Actual spending (authorities used)	2020-21 Actual spending (authorities used)	2021-22 Actual spending (authorities used)
Conditional Release Decisions	39,224,460	39,224,460	39,101,358	36,490,261	39,411,081	37,068,405	38,658,315	37,771,739
Conditional Release Openness and Accountability	4,653,067	4,653,067	4,659,852	4,659,852	4,641,284	3,967,641	4,464,917	4,490,685
Record Suspension and Expungement Decisions/Clemency Recommendations: Gross Spending	478,152	2,410,452	12,426,022	10,466,422	6,255,333	2,349,235	2,516,207	3,354,955
Budget Implementation vote – unallocated authorities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Subtotal	44,355,679	46,287,979	56,187,232	51,616,535	50,307,698	43,385,281	45,639,439	45,617,379
Internal Services	11,015,044	11,015,044	11,919,794	12,080,579	14,490,857	8,103,510	12,105,524	13,135,439
Total	55,370,723	57,303,023	68,107,026	63,697,114	64,798,555	51,488,791	57,744,963	58,752,818

In 2021-22, planned spending of \$57.3 million was based solely on funding through Main Estimates. The amount of total authorities available for use in 2021-22 (\$64.8 million) was higher than planned because following Budget 2021 announcement to reduce the pardon application fee the PBC received additional funding to support the reform of the pardons process and cover the reduction in revenues. As well, additional resources were provided to support the core information technology and legal services.

Actual spending in 2021-22 of \$58.8 million is lower than authorities available and resulted in a lapse of \$6.0 million as reported in the Public Accounts of Canada. This is mainly due to receiving additional funding through Supplementary Estimates late in the fiscal year and lower travel expenditures than anticipated.

As outlined in the following chart, spending by each core responsibility as a percentage of total spending has remained generally consistent over the last three years. The exception to this was in Internal Services, where costs increased since 2020-21 as a result of a newly negotiated master service agreement (MSA) with the Correctional Services Canada (CSC) for the provision of IM/IT Services. The incremental IT cost is the result of the establishment of a sustainable financial arrangement to enable the CSC to provide IM/IT services (defined through the MSA) to the PBC on a full incremental cost recovery basis.



2021-22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021-22.

Core Responsibilities and Internal Services	2021-22 actual gross spending	2021-22 actual revenues netted against expenditures	2021-22 actual net spending (authorities used)
Conditional Release Decisions	37,771,739	-	37,771,739
Conditional Release Openness and Accountability	4,490,685	-	4,490,685
Record Suspension and Expungement Decisions/Clemency Recommendations	6,147,333	(2,792,378)	3,354,955
Subtotal	48,409,757	(2,792,378)	45,617,379
Internal Services	13,135,439	-	13,135,439
Total	61,545,196	(2,792,378)	58,752,818

In 2021-22, the planned spending was more than the revenue generated by the Record Suspension and Expungement Decisions/Clemency Recommendations core responsibility. This was mostly due to the pardon/record suspension application fee reduction on January 1, 2022 from \$657.77 to \$50.00.

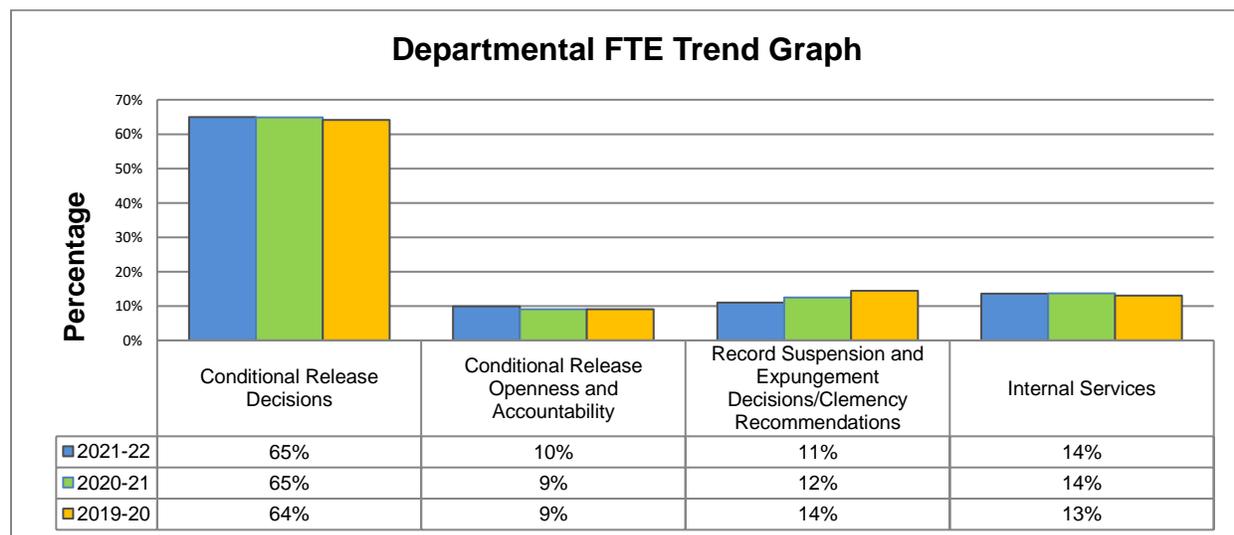
Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of PBC’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal Services	2019-20 Actual full-time equivalents	2020-21 Actual full-time equivalents	2021-22 Planned full-time equivalents	2021-22 Actual full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
Conditional Release Decisions	320	323	328	320	328	328
Conditional Release Openness and Accountability	45	45	46	49	51	51
Record Suspension and Expungement Decisions/Clemency Recommendations	72	62	62	57	97	83
Subtotal	437	430	436	426	476	462
Internal Services	62	68	70	67	70	70
Total	499	498	506	493	546	532

The actual utilization of human resources was 493 in 2021-22. As shown in the following chart, FTE utilization by core responsibility as a percentage of the PBC’s total FTEs has remained generally consistent over the last fiscal years.



Expenditures by vote

For information on the PBC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021-22](#).^{xxxvi}

Government of Canada spending and activities

Information on the alignment of the PBC's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).^{xxxvii}

Financial statements and financial statements highlights

Financial statements

The PBC financial statements (unaudited) for the year ended March 31, 2022, are available on the [PBC website](#).^{xxxviii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (thousands)

Financial information	2021-22 Planned results	2021-22 Actual results	2020-21 Actual results	Difference (2021-22 Actual results minus 2021-22 planned results)	Difference (2021-22 Actual results minus 2020-21 Actual results)
Total expenses	63,925	69,238	71,899	5,313	(2,661)
Total revenues	3,735	2,792	3,682	(943)	(890)
Net cost of operations before government funding and transfers	60,190	66,446	68,217	6,256	(1,771)

The differences between 2021-22 Planned Results and 2021-22 Actual Results are due to additional funding received in supplementary estimates and related expenditures for Pardons Reform and for workload capacity for the Conditional Release Decisions core responsibility, the transfer from CSC to the PBC to establish an alternative cost recovery mechanism for the provision of IM/IT services, and the application fee reduction on January 1, 2022 from \$ 657.77 to \$50.00.

The 2021-22 planned results information is provided in [PBC Future-Oriented Statement of Operations and Notes 2021-22](#).^{xxxix}

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (thousands)

Financial information	2021-22	2020-21	Difference (2021-22 minus 2020-21)
Total net liabilities	7,993	11,670	(3,677)
Total net financial assets	3,939	7,439	(3,500)
Departmental net debt	4,054	4,231	(177)
Total non-financial assets	1,777	1,667	110
Departmental net financial position	(2,277)	(2,564)	287

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](#)^{xl} and its Regulations, the [Criminal Records Act](#)^{xli} and its Regulations, the Letters Patent, the [Criminal Code](#),^{xlii} the [Canadian Charter of Rights and Freedoms](#),^{xliii} and other legislation.

Year of incorporation commencement: 1959.

Other: The PBC constantly strives to contribute 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](#).^{xliv} 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 or expungement 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](#).^{xlv}

Outcomes of the PBC's work can be found in its annual [Performance Monitoring Report \(PMR\)](#).^{xlvi} 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 provides information to victims, makes arrangements for observers at hearings, manages requests for access to the PBC's Decision Registry, and performs 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.

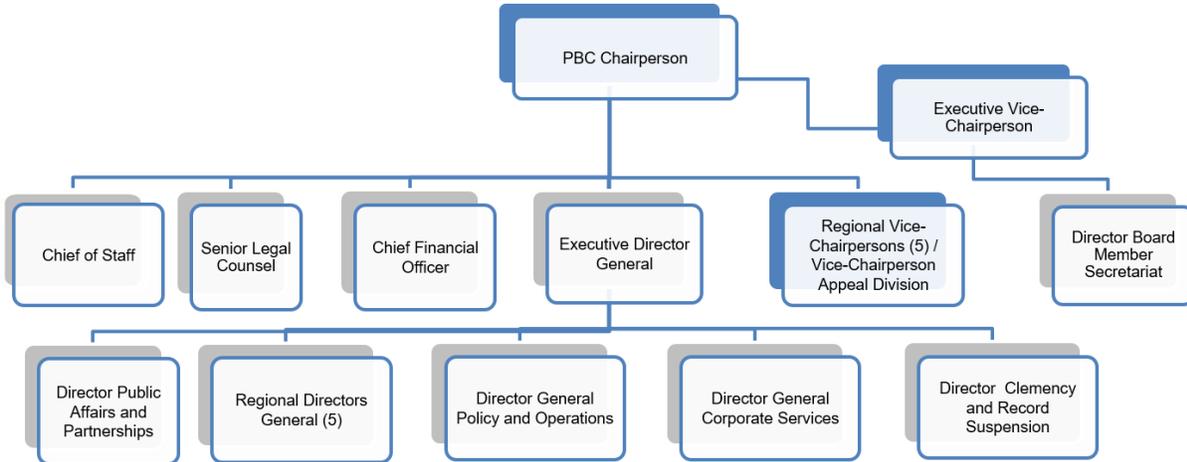
The Chairperson of the PBC is a full-time Board member of the PBC and its Chief Executive Officer. The Chairperson directs the PBC's delivery of core responsibilities in keeping with the Government of Canada's overall plans and priorities. The Chairperson is accountable for the effectiveness and efficiency 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 Executive Director General of the PBC is its senior staff member and Chief Operating Officer. The Executive Director General, 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](#).^{xlvii}

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

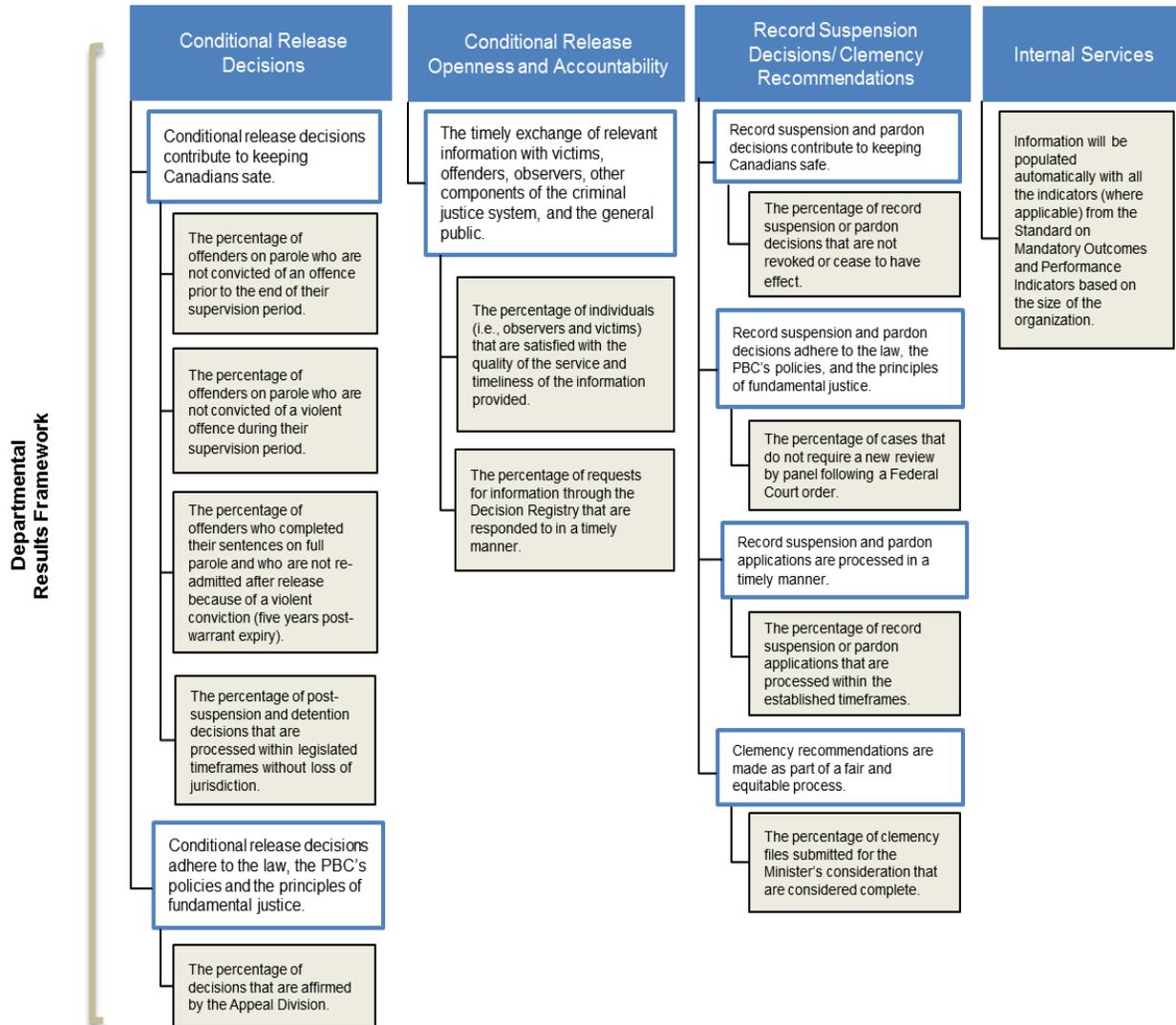
Operating Context

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

Reporting Framework

PBC’s Departmental Results Framework and Program Inventory of record for 2021-22 are shown below.

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



Supporting information on the program inventory

Financial, human resources and performance information for PBC's Program Inventory is available in [GC InfoBase](#).¹

Supplementary information tables

The following supplementary information tables are available on the [PBC's website](#):ⁱⁱ

- ▶ Gender-based analysis plus; and
- ▶ Response to parliamentary committees and external audits

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).ⁱⁱⁱ This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

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

Telephone: (613) 954-7474
Email: info@PBC-CLCC.gc.ca
Website: canada.ca/en/parole-board

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 report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (*initiative horizontale*)

An initiative where 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.

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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 Department of Justice, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-95-210/page-1.html>
- ii Supreme Court of Canada, <https://scc-csc.lexum.com/scc-csc/scc-csc/en/item/17133/index.do>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- vi Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- vii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- viii Correctional Service Canada, <https://www.csc-scc.gc.ca/002/003/002003-0004-en.shtml>
- ix Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- x Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/c-23.7/page-1.html>
- xi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xiv Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xv Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xvi Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xvii Parole Board of Canada, <https://www.canada.ca/en/parole-board/services/clemency/what-is-the-exercise-of-clemency-royal-prerogative-of-mercy.html>
- xviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/publications-and-forms/record-suspension-application-processing-fee-remission-policy.html>
- xix Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xx Department of Justice, https://laws.justice.gc.ca/eng/AnnualStatutes/2010_5/page-1.html
- xxi Department of Justice, https://laws.justice.gc.ca/eng/AnnualStatutes/2012_1/
- xxii Department of Justice, <https://laws-lois.justice.gc.ca/eng/const/page-12.html>
- xxiii Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxiv Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxv Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xxvi Parole Board of Canada <https://www.canada.ca/en/parole-board/corporate/publications-and-forms/record-suspension-application-processing-fee-remission-policy.html>
- xxvii Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/S-8.4/page-1.html>
- xxviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/publications-and-forms/record-suspension-application-processing-fee-remission-policy.html>
- xxix Parole Board of Canada, <https://www.canada.ca/en/parole-board/services/clemency/what-is-the-exercise-of-clemency-royal-prerogative-of-mercy.html>
- xxx Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- xxxi Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxv Government of Canada <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32694>

- xxxvi Public Accounts of Canada 2021-22, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians/financial-statements.html>
- xxxix Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians.html>
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