

Parole Board of Canada

2022-23

Departmental Plan

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

2022-23 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 2022-23 Departmental Plan. This report highlights our main areas of focus and the results we aim to achieve over the coming year.

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. Public safety is the primary consideration in all conditional release, record suspension and expungement decisions, as well as clemency recommendations. The Board makes independent decisions in a transparent and accountable manner, while respecting diversity and the rights of offenders and victims, in accordance with its statutory responsibilities and authorities.

The PBC will continue to deliver its mandate, as well as innovate and strengthen responsiveness to the needs of specific groups, including women offenders, Indigenous Peoples, racialized and vulnerable groups and individuals serving life sentences. Sound knowledge and understanding of the history of Indigenous Peoples is key to ensuring the PBC is able to respond to Indigenous offender's unique needs. The PBC will continue to champion diversity and inclusivity and contribute with its criminal justice and community partners to eliminate systemic barriers within the criminal justice system.

In response to the COVID-19 pandemic, the PBC has implemented a number of changes and innovative practices in its policies and operations to ensure the continued delivery of its important public safety mandate. The PBC is also committed to promoting a healthy, respectful, and productive workplace for all of its Board members and employees. In addition, the PBC will maintain its focus on cultivating a people management approach that fosters diversity and inclusiveness, and promotes innovation and excellence.

The COVID-19 pandemic has highlighted the importance of a dependable and reliable information technology structure in order to provide continuing services to Canadians. The PBC will continue to transition to update and enhance Information Management/Information Technology (IM/IT) systems and processes to ensure it is positioned to meet evolving requirements. Likewise, the very nature of administrative tribunals is evolving in Canada, as the PBC operates in a much more complex policy, legal and public environment, requiring new methods and resources to deliver its public safety mandate in a way that meets myriad obligations.

I am confident that, by carrying out the plans and priorities outlined in this report, the PBC will continue to fulfill its important public safety mandate while demonstrating the highest levels of quality, professionalism, and efficiency.

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 2022-23, 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

- Perform a comprehensive review of the Decision-Making Policy Manual for Board members (Policy Manual);
- Pursue the implementation of the recommendations identified in the Board Member Training Program review; and
- Fully operationalize the new Directive on Quality Assurance.

B. The PBC will cultivate a people management approach that fosters diversity and inclusiveness and promotes a healthy, respectful and productive workplace

- Pursue the implementation of Program and Administrative (PA) Services Classification Conversion at the PBC;
- Provide quarterly reports to the Minister on actions taken to date by the PBC to address systemic racism within the organization, measures to increase the diversity and inclusion of under-represented groups, and efforts to eliminate harassment and gender-based violence in the workplace;
- Manage the centralized training fund for language training and other corporate training supported by a framework with the goal of offering consistent training for all while reducing costs;
- Develop reasonable and balanced plans for a return to the workplace that aligns with public health advice and respect diverse personal circumstances and operational needs; and
- Develop various frameworks to maintain and bolster the PBC's status as an Employer of Choice.

C. The PBC will transition to a more digital approach that meets the PBC’s evolving requirements and improves client services by enhancing Information Technology (IT) services that are in line with the Government of Canada’s Digital Standards and the Digital Operations Strategic Plan (DOSP)

- Modernize and renewing systems under the Record Suspension/Pardon Program to ensure optimal services are provided to applicants (i.e., web portal and/or new case management system);
- Explore and implementing online application options and the interoperability with criminal justice partners’ systems for the Clemency and Record Suspension/Pardon Program;
- Pursue a collaboration with Correctional Service Canada (CSC) to develop a Learning Management System with modernized Board member training; and
- Develop an integrated Information Management/Information Technology (IM/IT) plan that aligns with the DOSP (i.e., legacy systems, improve services) and that supports the PBC’s mandate and requirements.

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

- Operationalize the management action plan for Gendered Parole: Responding to Women Offenders Needs;
- Review waiver, postponement, and withdrawals for Indigenous offenders; and
- Recommend, through the Diversity and Systemic Racism Working Group, next steps and options for improvement in the areas of offender experience, employee experience, and the larger criminal justice system that address systemic diversity issues.

E. The PBC will innovate the delivery of outreach activities to inform partners, victims, applicants, offenders, and Canadians on the work of the PBC

- Deliver in-person/virtual/remote outreach to target groups while continuing to build on more traditional face-to-face outreach as well as broaden our potential reach with both established and new target audiences; and
- Continue to increase targeted outreach and in-reach to diverse and disproportionately represented groups within the prison population.

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 2022-23, the PBC expects to render approximately 22,000 Board member decisions for federal and provincial/territorial offenders.

HIGHLIGHTS

- The PBC will develop a report and action plan on diversity and systemic racism, which will recommend next steps and options for improvement.

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. In response to the ongoing COVID-19 pandemic, a number of scheduled learning events are being delivered virtually when in-person training is not possible. In 2022-23, the PBC will seek to reinstate in-person training when feasible and beneficial. For example, the 2022 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 the National Capital Region.

The PBC, in partnership with CSC, began a review in 2020-21 of diversity and systemic racism. As part of this initiative, a joint PBC and CSC committee examined existing reports and

recommendations relevant to addressing the unique needs of racialized offenders as well as increasing the diversity and inclusion of employees. In 2022-23, the PBC will develop a report and action plan, that will recommend next steps and options for improvement in the areas of offender experience, employee experience, and the larger criminal justice system that address systemic diversity issues.

In 2022-23, 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 Peoples and other marginalized groups. The PBC will implement the management action plan for Gendered Parole: Responding to Women Offenders' Needs in response to a recent internal review of the parole process for women. Planned activities include enhancing Board member training sessions and products to expand Board members' expertise to work with women in a gender and trauma-informed manner, modifying hearing practices, and outreach to women offenders.

Throughout the pandemic, the PBC has consistently ensured that reviews continue to be completed, and that the PBC's public safety mandate is fulfilled. In 2022-23, 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. Particular priority for in-person hearings will focus on Indigenous offenders and those with cognitive disabilities better accommodated through an in-person experience.

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 (i.e., processes, support, and evidence-based decisions);
- 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 2022-23, 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	2018-19 actual result	2019-20 actual result	2020-21 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, 2023	78%	79%	85%
	The percentage of Appeal applications that are processed in 120 calendar days or less.	≥95%	March 31, 2023	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, 2023	99%	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, 2023	99%	99%	99%
	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, 2023	99%	99%	99%

¹ This is a new indicator for 2022-23.

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2018-19 actual result	2019-20 actual result	2020-21 actual result
	The percentage of post-suspension and detention decisions that are processed within the legislated timeframes without loss of jurisdiction	≥98%	March 31, 2023	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, for Conditional Release Decisions budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
36,490,259	39,101,358	36,490,261	36,490,260

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 2022-23 and for each of the next two fiscal years.

2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents	2024-25 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 2022-23, 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 virtual/remote outreach to target groups through online videoconference technology as part of its efforts to build on more traditional face-to-face outreach and broaden its potential reach with both established and new target audiences. The PBC will also seek a return to traditional in-person outreach, where public health restrictions in response to COVID-19 allow. The PBC will also 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.

It is expected that in 2022-23, the number of Elder-Assisted Hearings (EAH) and Community-Assisted Hearings (CAH) will increase relative to the previous fiscal year, including both in-person and culturally-adapted virtual hearings.

HIGHLIGHTS

- Continue to allow victims and observers to participate in hearings virtually in response to the COVID-19 pandemic.

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.

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 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 2022-23, 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	2018-19 actual result	2019-20 actual result	2020-21 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%	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, 2023	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 planned for fiscal year 2022-23.

Planned budgetary spending for Conditional Release Openness and Accountability

The following table shows, for Conditional Release Openness and Accountability, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
4,659,582	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 2022-23 and for each of the next two fiscal years.

2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents	2024-25 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 service standards 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 begin in 2022-23 on a multi-year project to enhance the PBC’s internal case management system, the Pardon and Record Suspension System (PARSS). This project will explore options for system interoperability with criminal justice partners as well as the creation of a new online public portal to make the application process simpler and quicker. In order to achieve this important objective, the PBC received funding through Budget 2021.

RECORD SUSPENSION / PARDON APPLICATIONS

- In 2022-23, it is estimated that the PBC will receive approximately 25,000 record suspension/pardon applications and accept approximately 18,750 for processing.
- The PBC estimates that it will receive approximately 40 requests for clemency in 2022-23.

This funding also provides for a reduction in the record suspension application fee from \$657.77 to \$50, which significantly increases 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, the PBC is anticipating a significant increase in application volumes in 2022-23.

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 restore record suspension application volumes to near pre-2010 levels.

In 2022-23, 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.

Key risks

Processing applications within legislative 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, 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. 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 2022-23, 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	2018-19 actual result	2019-20 actual result	2020-21 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, 2023	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, 2023	100%	100%	89%
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, 2023	N/A	N/A	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, 2023	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, for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
12,426,022	12,426,022	10,466,422	9,510,697

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 2022-23 and for each of the next two fiscal years.

2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents
97	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 10 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
- ▶ acquisition management services

Planning highlights

In 2022-23, the following corporate priorities will directly influence activities under this core responsibility:

- cultivating a people management approach that fosters diversity and inclusion while promoting a healthy, respectful and productive workplace; and
- creating an IM/IT strategy that meets the PBC’s evolving requirements.

The PBC aims to be an employer of choice, and will continue to implement policies and procedures to support Board members’ and employees’ mental health and well-being. There also remains a need for new and evolving technologies, tools and resources.

The PBC is committed to the health and safety of its Board members and staff. As the COVID-19 pandemic persists, the PBC will continue to monitor the evolving situation and will adjust its approach accordingly to maintain a safe and healthy work environment. The PBC will also continue to implement new policies and guidance, as required, from central agencies. The PBC

remains committed to ensuring that Board members and staff have the necessary tools to work remotely and will continue to work on its “Future of the Workplace” initiative. This includes the strengthening of the PBC’s materiel management framework through the implementation of a departmental asset management policy and a corporate asset management tool. Through life cycle

HIGHLIGHTS

- Development of a Departmental Accessibility Plan
- Continued implementation of regulatory requirements related to the [Prevention of Workplace Harassment and Violence](#)^{xxxiii}
- Continued implementation of the [Clerk’s Call to Action](#)^{xxxiv} on anti-racism, equity, and inclusion in the Federal Public Service
- Strengthening the departmental materiel management framework
- Development of HR Staffing strategies to optimize recruitment and benefit from a diverse workforce
- Development of guidance and tools to support the participation of employment-equity groups in recruitment, and development programs and services

management of IT equipment, the PBC will ensure that Board members and staff are provided with modern tools, both at home and in the office to facilitate maximum flexibility and productivity.

As part of its commitment to cultivate a people management approach, the PBC will focus on the development of an accessibility plan with a view to benefit all persons, especially those with disabilities, by ensuring to identify, remove and prevent new barriers and comply with the requirements under the [Accessible Canada Act](#).^{xxxv} Further, the PBC will continue to implement measures that support the [Clerk's Call to Action](#)^{xxxvi} on anti-racism, equity, and inclusion in the Federal Public Service with the aspiration to attract, recruit, mobilize, develop, and retain talented people pertaining to the under-represented groups. Human resources (HR) strategies that promote diversity and inclusion while reducing barriers for employment equity groups will continue to be implemented. Efforts to eliminate harassment and gender-based violence in the workplace through the implementation of regulatory requirements will continue, along with ongoing awareness and by providing a supportive, respectful, and stigma-free environment that promotes mental health, respect, and wellness.

In 2020-21 an Ombuds Service was implemented, it provides individuals with a professional, confidential, neutral, impartial and safe environment to have informal conversations and explore options in resolving workplace issues or conflicts. This service will continue to be available to Board members and employees in 2022-23.

The PBC relies on highly qualified staff to fulfill its public safety mandate. As a result, the PBC will develop strategies that provide it with the flexibility to realign resources to priorities, support managers in attracting and recruiting the best talent, and provide a positive work environment that focuses on employee health, safety, and work-life balance.

The PBC will foster and promote the continued professional development of its employees, assist them to integrate values and ethics into their daily work, and ensure that we have the right competencies for key positions.

Following the implementation of the PBC's Talent Management Framework in 2021-22, the focus for 2022-23 will be on the development of guidance and tools to support the participation of employment equity seeking groups to leadership development programs and career development services, while continuing to strengthen the PBC's approach for recruitment and retention. This will ensure the PBC has the necessary capacity to respond quickly and effectively to emerging priorities.

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.); and
- Information Technology (IT) – Supported by an interdepartmental Master Service Agreement (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.

Planned budgetary spending for Internal Services

The following table shows, for internal services, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
11,919,794	11,919,794	12,080,579	12,134,173

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 2022-23 and for each of the next two fiscal years.

2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents
70	70	70

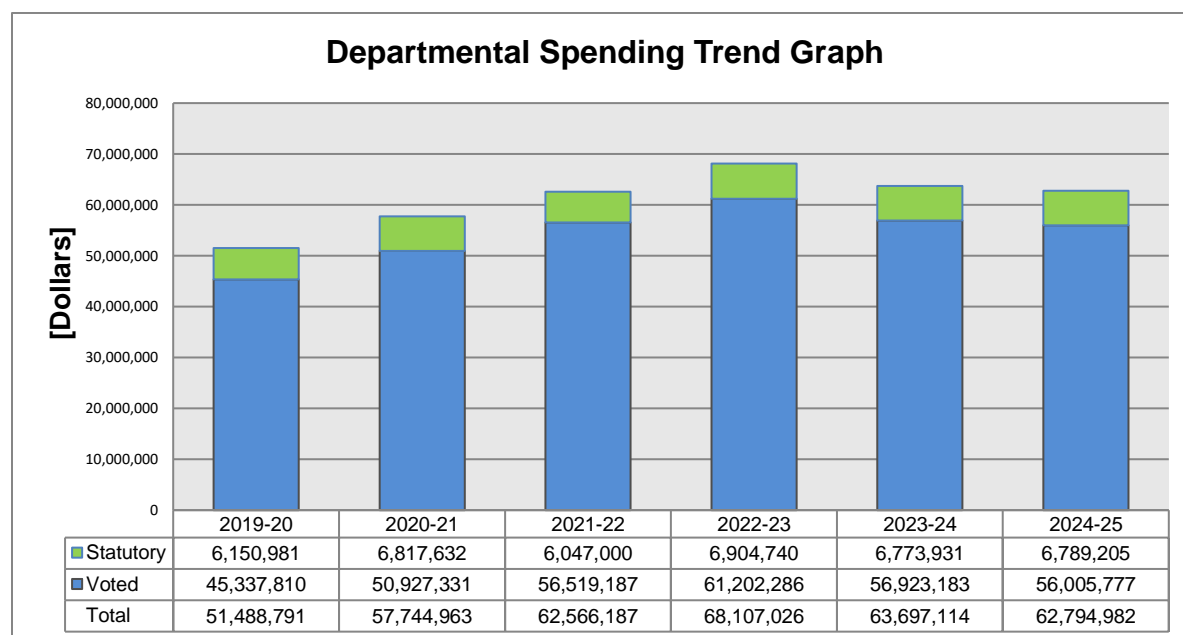
Planned spending and human resources

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 2022-23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019-20 to 2024-25

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



In 2022-23, the PBC plans to spend \$68.1 million in parliamentary authorities to meet the expected results of its core responsibilities. This includes:

- \$65.5 million in funding to be received through the Main Estimates; and
- \$2.6 million in anticipated operating budget carry-forward of lapsed funds from 2021-22.

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 2022-23 and other relevant fiscal years.

Core Responsibilities and Internal Services	2019-20 actual expenditures	2020-21 expenditures	2021-22 forecast spending	2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
Conditional Release Decisions	37,068,405	38,658,315	39,428,285	36,490,259	39,101,358	36,490,261	36,490,260
Conditional Release Openness and Accountability	3,967,641	4,464,917	4,599,255	4,659,582	4,659,852	4,659,852	4,659,852
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	2,349,235	2,516,207	4,393,890	12,426,022	12,426,022	10,466,422	9,510,697
Subtotal	43,385,281	45,639,439	48,421,430	53,575,863	56,187,232	51,616,535	50,660,809
Internal Services	8,103,510	12,105,524	14,144,757	11,919,794	11,919,794	12,080,579	12,134,173
Total	51,488,791	57,744,963	62,566,187	65,495,657	68,107,026	63,697,114	62,794,982

The PBC's total planned spending for 2021-22 compared to 2022-23 have increased considerably. The increase in funding is mainly attributable to:

- \$7.1 million in additional funding compared to funding received in 2021-22 to reform the pardon process; and
- Offset by the sunset of two-year funding in 2021-22 of \$3.9 million for operational requirements regarding workload increases due to increasing complexity associated with conditional release decision-making.

2022-23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned for 2022-23.

Core Responsibilities and Internal Services	2022-23 Gross planned spending	2022-23 planned revenues netted against spending	2022-23 planned net spending
Conditional Release Decisions	39,101,358	0	39,101,358
Conditional Release Openness and Accountability	4,659,852	0	4,659,852
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	13,363,522	(937,500)	12,426,022
Subtotal	57,124,732	(937,500)	56,187,232
Internal Services	11,919,794	0	11,919,794
Total	69,044,526	(937,500)	68,107,026

In 2021-22, the pardons process was reformed, and the PBC's record suspension core responsibility is funded in part with revenues from the lower service fee of \$50.00. The revenue generated is based on the number of accepted applications (i.e., those applications that are eligible and complete). In 2022-23, it is estimated that the PBC will receive approximately 25,000 record suspension/pardon applications and accept approximately 18,750.

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 2022-23 and the other relevant years.

Human resources planning 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 Forecast full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents	2024-25 Planned full-time equivalents
Conditional Release Decisions	320	323	328	328	328	328
Conditional Release Openness and Accountability	45	45	50	51	51	51
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	72	62	61	97	83	83
Subtotal	437	430	439	476	462	462
Internal Services	62	68	73	70	70	70
Total	499	498	512	546	532	532

Estimates by Vote

Information on the PBC’s organizational appropriations is available in the [2022-23 Main Estimates](#).^{xxxvii}

Future-Oriented Condensed Statement of Operations

The future oriented condensed statement of operations provides an overview of the PBC's operations for 2021-22 to 2022-23.

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](#).^{xxxviii}

Future oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021-22 Forecast Results	2022-23 Planned Results	Difference (2022-23 Planned Results minus 2021- 22 Forecast Results)
Total expenses	72,720,727	75,087,615	2,366,888
Total revenues	2,460,000	937,500	1,522,500
Net cost of operations before government funding and transfers	70,260,727	74,150,115	3,889,388

Planned results for the 2022-23 fiscal year are expected to be higher than 2021-22 forecast. The majority of the increase is the result of \$7.1 million in additional funding, compared to funding received in 2021-22, to reform the pardon process. This is being offset by the sunset of two-year funding in 2021-22 of \$3.9 million for operational requirements regarding workload increased due to increasing complexity associated with conditional release decision-making.

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 include the [Corrections and Conditional Release Act](#)^{xxxix} and its Regulations, the [Criminal Records Act](#)^{xl} and its Regulations, the Letters Patent, the [Criminal Code](#),^{xli} the [Canadian Charter of Rights and Freedoms](#),^{xlii} 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](#).^{xliii} 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](#).^{xliv}

Outcomes of the PBC's work can be found in its annual [Performance Monitoring Report \(PMR\)](#).^{xlv} 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 offenders, CSC representatives, and others as required. Regional staff also provide information to victims, make arrangements for observers at hearings, and manage requests for access to the PBC's Decision Registry.

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, help coordinate Board member selection and 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, 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.

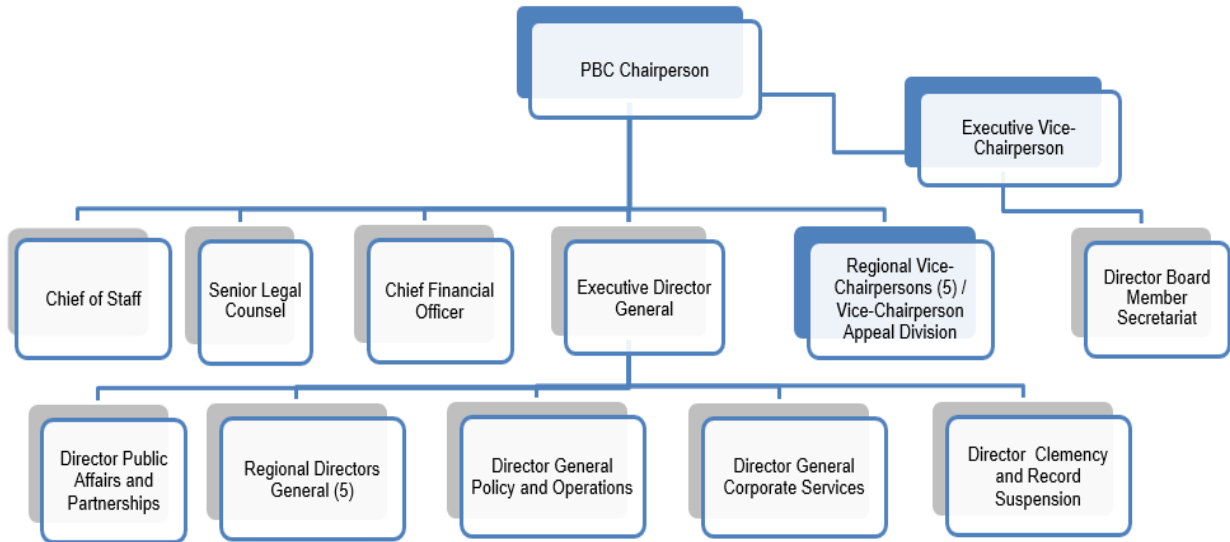
The Chairperson of the PBC is a full-time Board member of the PBC and its Chief Executive Officer. The Chairperson directs the PBC's delivery of core responsibilities in keeping with the Government of Canada's overall plans and priorities. The Chairperson is accountable for the effectiveness and efficiency 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 qualification process, training, professional conduct, evaluations and appointment processes 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

Information on the PBC’s raison d’être, mandate and role is available on the [PBC’s website](#).^{xlvi}

Information on the Minister of Public Safety’s mandate letter commitments is available in the [mandate letter](#).^{xlvii}

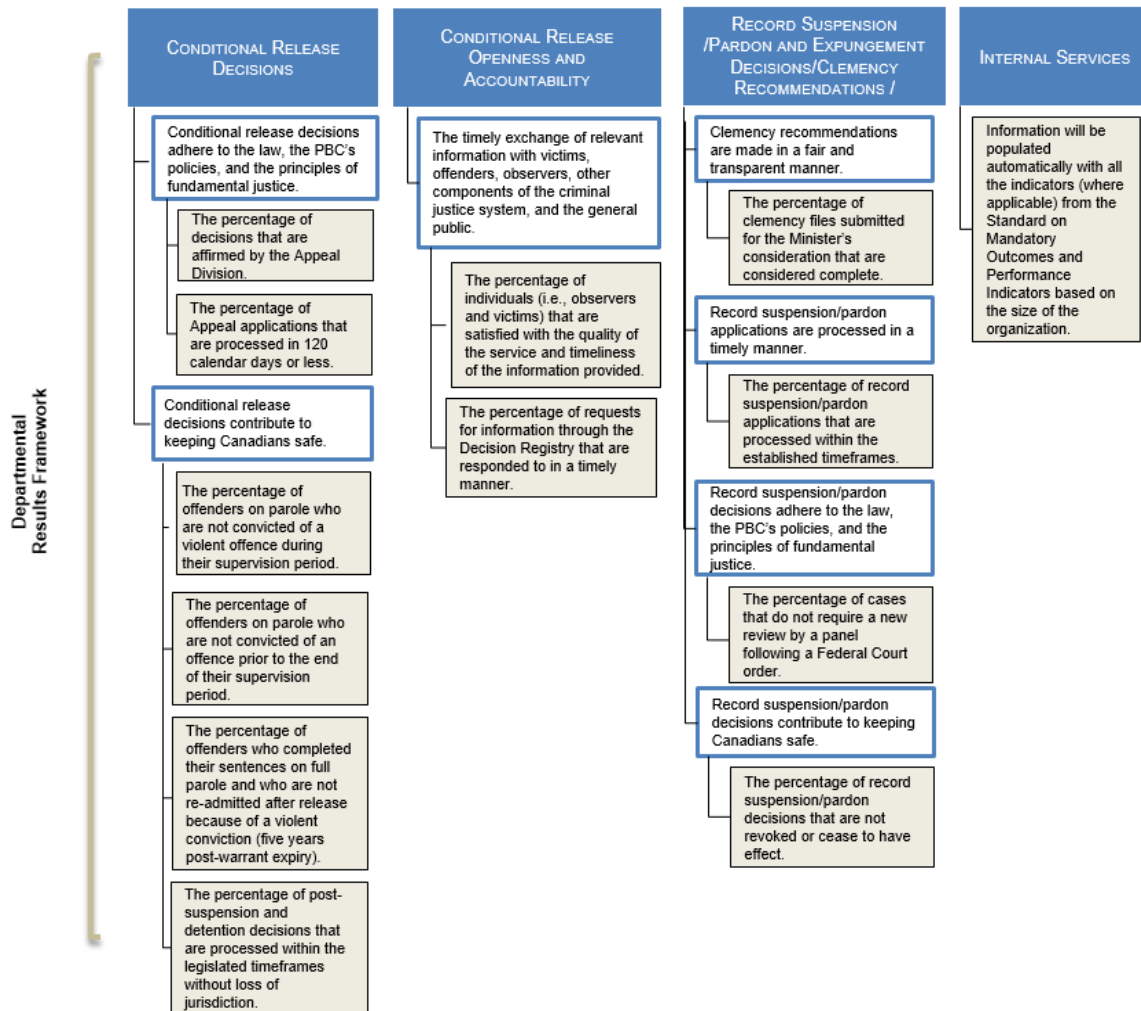
Operating Context

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

Reporting Framework

The PBC’s approved Departmental Results Framework (DRF) and Program Inventory for 2022-23 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 2021-22:

The PBC's approved reporting framework was revised for 2022-23 to include minor changes for the Conditional Release Decision core responsibility. Amendments included:

- Enhance measurement of a departmental results;
- Include a new departmental results; and
- Update the language used to be more specific for clarity in describing core responsibilities and methodologies.

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](#).^{xlix}

Supplementary information tables

The following supplementary information tables are available on the [PBC's website](#):¹

- 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](#).^{li} 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.

Experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing

the new application and comparing it against an existing website or other tools to see which one reaches more people, 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. 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; 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 2022-23 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.

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-ccc.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
- xxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xxxiii Employment and Social Development Canada, <https://www.canada.ca/en/employment-social-development/programs/workplace-health-safety/harassment-violence-prevention.html>
- xxxiv Privy Council Office, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- xxxv Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xxxvi Government of Canada, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>

- xxxvii 2022-23 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gebme-pdgbpd/index-eng.asp>
- xxxviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians.html>
- xxxix Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- xl Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- xli Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html>
- xlii Department of Justice, <https://laws-lois.justice.gc.ca/eng/const/page-12.html>
- xliii Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- xliv Department of Justice, <https://laws-lois.justice.gc.ca/eng/acts/E-21.5/page-1.html>
- xlv Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians.html>
- xlvi Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/mandate-and-role.html>
- xlvii Minister of Public Safety's Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-public-safety-mandate-letter>
- xlviii Parole Board of Canada, <https://www.canada.ca/en/parole-board/corporate/transparency/reporting-to-canadians/report-on-plans-and-priorities/2022-2023/2022-23-departmental-plan-operating-context.html>
- xlix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- l Parole Board of Canada, <https://canada-preview.adobecqms.net/en/parole-board/corporate/transparency/reporting-to-canadians/report-on-plans-and-priorities/2021-2022/supplementary-information-table-2021-2022.html>
- li Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>