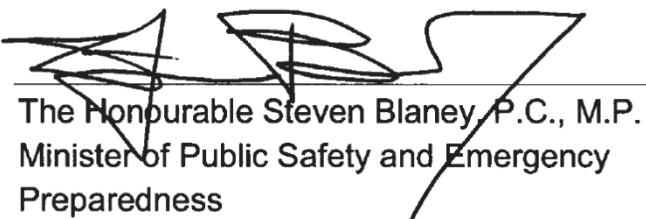


Parole Board of Canada

2014-15

Report on Plans and Priorities



The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency
Preparedness

2014-15 Report on Plans and Priorities (Parole Board of Canada)

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**2014-15
ESTIMATES**

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP); and
- Departmental Performance Report (DPR).

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support *Appropriation Acts* presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website.¹

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15²), in 2010; and on Government and Operations Estimates (OGGO - Report 7³), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable

Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation

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

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result

An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs 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.

Government of Canada Outcomes

A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g., program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas

Government of Canada categories of expenditures. There are four spending areas⁴ (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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Chairperson's Message

As Chairperson of the Parole Board of Canada (PBC), I am pleased to present the 2014-15 PBC *Report on Plans and Priorities*.

It is always a privilege to be able to highlight our organization's significant accomplishments, and to provide Parliament with a clear and concise plan which establishes the way forward for the PBC to fulfil its important role within the Public Safety Portfolio.

Above all else, the PBC constantly strives to contribute to the Government of Canada's outcome of a safe and secure Canada. The Board achieves this through quality conditional release and record suspension decisions, clemency recommendations, and through its decision processes.

The Board's efforts are guided by an enduring commitment to public safety and public service. In 2014-15, the PBC will focus its efforts on priorities designed to meet the challenges and opportunities ahead. These priorities include:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports;
- Effectively engaging and supporting our people;
- Providing accurate and timely information to victims and the general public; and
- Working effectively with criminal justice partners and stakeholder organizations.

In the coming fiscal year, the Board will continue to:

- Manage the workload and cost implications of recent legislative and regulatory amendments, including the *Safe Streets and Communities Act* and the *Jobs, Growth and Long-term Prosperity Act*;
- Focus on a Policies and Procedures Framework Review;
- Assess legislative and government initiatives specific to victims and ensure corresponding PBC policies and procedures are modernized; and
- Make effective use of technology.

In addition, the PBC will, through its Renewal Initiative, consider ways that the Board may optimize its operations to meet its mandate and mission now and into the future.

I am confident that, by carrying out the plans and priorities outlined in this Report, the Board has set a course to ensure greater efficiency and effectiveness in the fulfillment of its mandate, while ensuring it continues to meet the highest standards of professionalism, quality and efficiency.



Harvey Cenaiko
Chairperson, Parole Board of Canada

Section I — Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Steven Blaney, P.C., M.P.

Chairperson: Harvey Cenaiko

Ministerial portfolio: Minister of Public Safety and Emergency Preparedness

Year Established: 1959

Main legislative authorities: The legal authority under which the Parole Board of Canada (the PBC or “the Board”) operates includes the *Corrections and Conditional Release Act* (CCRA)⁵ and its Regulations, the *Criminal Records Act* (CRA)⁶, the *Criminal Code*⁷, the *Canadian Charter of Rights and Freedoms*⁸, and other legislation.

Other: The PBC constantly strives to contribute to the Government of Canada’s outcome of a safe and secure Canada. The Board contributes to this outcome by making quality conditional release and record suspension decisions and clemency recommendations that result in the safe reintegration of offenders in the community.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of Public Safety and Emergency Preparedness⁹. The Minister, however, does not have statutory authority to give direction to the Chairperson or other members of the PBC in the exercise of their decision-making powers. This structure helps to ensure the impartiality and integrity of the Board’s decision-making process.

In making conditional release and record suspension decisions, as well as clemency recommendations, the Board’s primary objective is the long-term protection of society. In rendering its decisions, the Board is autonomous and independent. However, its decisions are open and transparent to the public by virtue of its legislation and policies.

The protection of society is the paramount consideration for all decisions taken by the Board. Decisions are limited to only what is necessary and proportionate to the purpose of conditional release.

Outcomes of the PBC’s work can be found in its annual Performance Monitoring Report (PMR)¹⁰. The PMR provides performance and statistical information for the past five years for the PBC’s two legislative based programs - conditional release; and clemency and record suspensions.

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

PBC Locations



The Board'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, provide information for decision-making; ensure that information for decision-making is shared with offenders; and communicate conditional release decisions to offenders, Correctional Service of Canada (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 Board's decision registry. In addition, regional Board members make record suspension decisions and clemency recommendations.

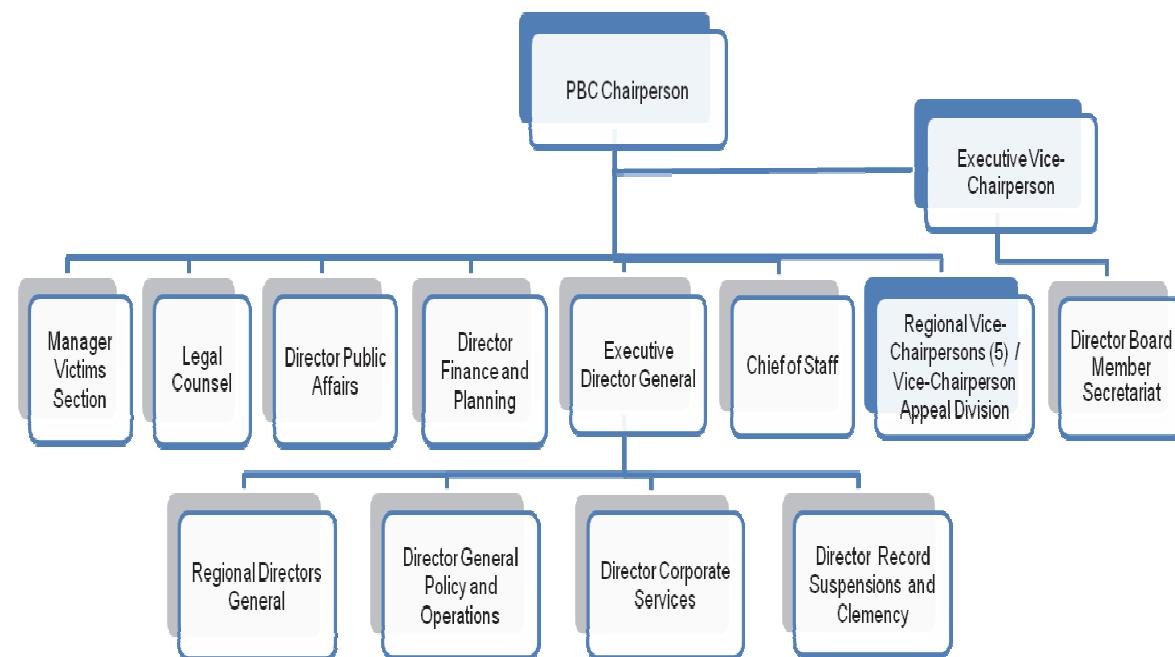
While the data collection, investigation and assessment work for record suspensions and clemency are conducted at the national office, Board members from all five regions make decisions related to record suspensions and clemency recommendations. In addition, Board members in the Appeal Division at the 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 deliver the record suspension and clemency program, develop national policies and procedures related to all program areas, coordinate Board member appointments and training, deliver a program of public information, and respond to ATIP requests. Other work performed at the national office includes strategic and operational planning, 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 for consideration in conditional release, record suspension 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 hearings are conducted in accordance with the duty to act fairly, with respect for all procedural safeguards.

The Chairperson of the PBC is a full-time member of the Board and its Chief Executive Officer. The Chairperson directs the PBC's program delivery 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, and the Board's five regional Vice-Chairpersons. The Executive Director General of the Board 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, resource management, program monitoring and administration, as well as the operation of the national office and the regions.

The following organizational chart provides additional details.



Organizational Context

Raison d'être

The Parole Board of Canada is an agency within the Public Safety¹¹ Portfolio.

The Board is an independent administrative tribunal that has exclusive jurisdiction and absolute discretion under the *Corrections and Conditional Release Act (CCRA)*¹² to grant, cancel, terminate or revoke day parole¹³ and full parole¹⁴. The Board can on referral also terminate or revoke statutory release.

The Board has exclusive jurisdiction and absolute discretion to order, refuse to order or revoke a record suspension¹⁵ under the *CRA*¹⁶. In addition, the PBC is authorized to investigate *Royal Prerogative of Mercy (RPM)*¹⁷ requests under Section 110¹⁸ of the *CCRA*¹⁹. The Board also provides recommendations on clemency to the Minister of Public Safety and Emergency Preparedness.

Responsibilities

In addition to the raison d'être above, the PBC may also order (on referral by the CSC that certain offenders be held in custody until the end of their sentence. This is called detention during a period of statutory release²⁰. Furthermore, the Board makes conditional release decisions for federal offenders, those serving sentences of two years or more, and for offenders serving sentences of less than two years in provinces and territories that do not have their own parole boards. Only the provinces of Ontario and Quebec currently have their own parole boards, which make parole decisions for provincial and territorial offenders.

The Board has legislated responsibilities related to openness and accountability, which are the provision of information to victims of crime²¹, observers²² at hearings²³; access to the PBC's decision registry²⁴; and delivery of a program of public information.

Our Mission

The Parole Board of Canada, as part of the criminal justice system, makes independent, quality conditional release and record suspension decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely reintegration of offenders as law-abiding citizens.

As part of the criminal justice system, the Board contributes to the maintenance of a just, peaceful and safe society. The word "contributes" is used in the Board's Mission Statement to reflect the fact that it does not work in isolation in the pursuit of this goal.

The Board works with key Portfolio colleagues, provincial parole boards, criminal justice partners, and many other organizations and individuals in the community.

The Mission of the PBC establishes four core values:

- Contributing to the attainment of a just, peaceful and safe society;
- Respect for the inherent potential and dignity of all individuals and the equal rights of all members of society;
- Belief that the contribution of qualified and motivated Board members and staff is essential to promoting the achievement of the Board's Mission; and
- Commitment to openness, integrity and accountability in the execution of our mandate.

Strategic Outcome and Program Alignment Architecture (PAA)

The Parole Board of Canada's Strategic Outcome and Program Alignment Architecture (PAA) reflect the key aspects of its legislated responsibilities for conditional release, record suspensions and clemency, and represent the areas of accountability and performance in which the public and Parliamentarians most frequently express interest. In this context, the Board's strategic outcome is the cornerstone of its public accountability. The PAA includes a single outcome and four programs.

The following table illustrates the PBC's complete framework of programs, which contribute to the PBC's single strategic outcome:

Strategic Outcome:

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.

Program: Conditional Release Decisions;

Program: Conditional Release Openness and Accountability;

Program: Record Suspension Decisions/Clemency Recommendations; and

Program: Internal Services.

Organizational Priorities

The following identifies the key organizational priorities for the PBC during 2014-15, links them to the Board's strategic outcome and strategic activities, describes why they are priorities, and indicates plans for meeting these priorities.

Priority	Type	Strategic Outcome and Program(s)
Effectively fulfilling legislative responsibilities	Ongoing	<p>Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Conditional release decisions; - Conditional release openness and accountability; - Record suspension decisions/ Clemency recommendations; and - Internal Services.
Description		
Why a priority:		
<ul style="list-style-type: none"> - The PBC continually strives to strengthen its capacity for quality conditional release decision-making in response to significant program delivery challenges. These include: increased complexity in conditional release decision-making; diversity in the federal offender population; and mental health issues. In 2014-15, the PBC expects to complete more than 19,000 conditional release reviews for federal and provincial/territorial offenders. - The Board has legislated responsibilities related to openness and accountability. It is imperative for the PBC to remain open and accountable to the public and to victims of crime in the delivery of its mandate. Over the coming year, the Board expects to have approximately 21,000 contacts with victims, to assist over 3,500 persons observing its hearings, including victims who read statements at hearings, and process approximately 6,700 requests for access to the Board's Decision Registry. - Record suspensions are beneficial to the individuals who earn them and to society in general. Record suspensions demonstrate a commitment to a law-abiding lifestyle, and to reconciliation with society, both of which help people secure jobs, reduce reliance on social programs, and consequently give back to society by generating revenue and contributing to social and economic growth. In 2014-15, the PBC expects to complete approximately 12,000 record suspension assessments and decisions. - Service standards apply to the record suspension program as defined under the <i>User Fees Act (UFA²⁵)</i>. - The <i>RPM²⁶</i> or Clemency is applied only in exceptional circumstances, where there exists no other lawful remedy; and where, without such remedy, there would be undue hardship that is disproportionate to the nature of the offence or offences, and that is more severe for the applicant than for other individuals in similar situations. 		
Plans for meeting this priority:		
<ul style="list-style-type: none"> - Refine and/or develop conditional release and record suspension policies to reflect legislative and regulatory requirements. 		

- Ensure national consistency in decision-making processes.
- Deliver comprehensive and efficient program management and support to Board member decision-making. Programs include: conditional release, openness and accountability, record suspension and clemency, and internal services.
- Provide corporate planning and reporting, procurement and financial operational oversight and support.
- Provide enterprise-wide support services (i.e., human resources (HR), information technology (IT), information management (IM), and security and accommodation).
- Continue to improve and monitor service standards and efficiency in conditional release and record suspension program delivery and Board member decision-making.

Priority	Type	Strategic Outcome and Program(s)
Strengthening PBC governance, decision-making practices and supports	Ongoing	<p>Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Conditional release decisions; - Conditional release openness and accountability; - Record suspensions decisions/Clemency recommendations; and - Internal Services.
Description		
Why a priority:		
<ul style="list-style-type: none"> - A strong and strategically focused governance structure ensures an integrated corporate system of decision-making, and enables effective allocation of resources to priorities, alignment of programs to outcomes and management of accountabilities. - In an effort to achieve a more cost-effective and efficient organization, the Board is reviewing its decision processes and support structures to determine if they can be improved and updated. - Effective information/technology management is essential for the PBC to be able to execute its corporate strategy and fulfil its mandate. 		
Plans for meeting the priority:		
<ul style="list-style-type: none"> - Assess implications of government proposals for reform of corrections and criminal justice in response to central agency requests, as it pertains to Board policy and procedures, anticipated workload pressures, resource needs, and training requirements for Board members and staff. - Assess current practices and explore innovative and more efficient ways to achieve the PBC's core mandate and mission as it relates to its decision-making and the operational structures. - Continue to implement the proposals as legislated by the <i>Jobs, Growth and Long-term Prosperity Act</i>²⁷. - Conduct initiatives to enhance, communicate and inculcate corporate strategy management practices to better inform decision-makers at all levels of the Board. - Respond to central agency guidance and direction to improve internal management procedures. - Strengthen recruitment processes to ensure that the Board has the right people with the right skills. 		

Priority	Type	Strategic Outcome and Program(s)
Effectively engaging and supporting our people	Ongoing	<p>Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Conditional release decisions; - Conditional release openness and accountability; - Record suspension decisions/Clemency recommendations; and - Internal Services.
Description		
Why a priority:		
<ul style="list-style-type: none"> - The PBC will manage its Board members and employees in an open and equitable manner to help them respond to new ways of doing business and to meet future challenges. - Board member training is a priority as Board decisions must be the result of sound and consistent decision-making. 		
Plans for meeting the priority:		
<ul style="list-style-type: none"> - Encourage timely top down and bottom up communication between senior managers, Board members and staff to encourage participation in the formulation of improvements to internal operations thereby enhancing information for decision-makers. - Ongoing work to improve activities related to knowledge management, training/learning and development, systems and tools, and to address organizational needs in a timely and effective manner. - Enhance corporate capacity to ensure sufficient service in areas such as HR planning, security and information management. 		

Priority	Type	Strategic Outcome and Program(s)
Providing accurate and timely information to victims and the general public	Ongoing	<p>Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Conditional release decisions; - Conditional release openness and accountability; and - Record suspensions decisions/Clemency recommendations.
Description		
Why a priority:		
<ul style="list-style-type: none"> - The Board has legislated responsibilities related to openness and accountability. - As part of the government's initiative to provide victims with greater access to the justice system, and the Board's commitment to openness and accountability, it is important to ensure access to information for victims of crime. 		

Plans for meeting the priority:
<ul style="list-style-type: none"> - Provide and maintain quality information services to victims and the public. - Continue to work in partnership with CSC to enhance PBC's effectiveness in areas of shared responsibilities regarding the provision of information to victims. - Foster on-going relationships with the Federal Ombudsman for Victims of Crime, victims' non-governmental organizations and other governmental departments and agencies working with victims. - Update public information products for victims on the conditional release decision-making process and conduct outreach.

Priority	Type	Strategic Outcome and Program(s)
Working effectively with criminal justice partners and stakeholder organizations	Ongoing	<p>Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.</p> <p>Programs:</p> <ul style="list-style-type: none"> - Conditional release decisions; - Conditional release openness and accountability; and - Record suspensions decisions/Clemency recommendations.
Description		
Why a priority:		
<ul style="list-style-type: none"> - Effective information sharing, and accurate recording and reporting of offender information, are essential to the Board's ability to make informed quality decisions. - CSC provides information for PBC decision-making, supervises offenders in the community following PBC decisions to release, and informs the PBC when an offender's level of risk in the community changes. - Sections 25(1)²⁸ and 101(b)²⁹ of the CCRA³⁰ guide CSC and the Board with respect to the provision and consideration of relevant information about the supervision of offenders and conditional release decision-making. - The Board must continue to foster, maintain and explore partnerships with organizations to promote its mandate and leverage opportunities for efficiencies. 		
Plans for meeting the priority:		
<ul style="list-style-type: none"> - Efficiently manage working relationships with criminal justice partners, Public Safety portfolio organizations, and central agencies at the national level. - Efficiently manage partnerships at the regional level (e.g., regional Interlinkages meetings with CSC, Victim Service Units, Victims Advisory Committees, and provincial/territorial/municipal government departments, non-governmental organizations, etc.). - Meeting with the Aboriginal Circle to examine ways to improve access to services for Aboriginal offenders and victims. 		

Risk Analysis

Risk ³¹	Risk Response Strategy	Link to Program Alignment Architecture
Due to numerous priorities there is a risk that the Board will not be able to comply with government-wide policies and requirements.	<p>Mitigate</p> <ul style="list-style-type: none"> The OPIs/OCIs³² will report on non-compliance risks to the Senior Management Committee. Develop and implement a formalized monitoring function for corporate services. 	<p>1.1 Conditional release decisions 1.2 Conditional release openness and accountability 1.3 Record suspensions decisions/clemency recommendations 1.4 Internal services</p>

In recognition of the current fiscal environment, the Board will continue to examine program spending and re-investment opportunities, identify efficiency measures, and make reallocations against identified priorities. The PBC will continue to mitigate and manage the impact of pressures, efficiency measures, and legislative changes in order to achieve the best results for Canadians.

The PBC works in a dynamic environment that demands careful assessment of criminal justice issues and community concerns to ensure alignment with the Government of Canada's outcome of a safe and secure Canada. The Board rigorously pursues innovation and improvements to meet workload pressures. Public safety remains the Board's primary consideration in all aspects of decision-making policy, training, and operations.

The Board delivers program areas grounded in legislation: conditional release; record suspensions, and clemency investigations. The PBC also manages a range of internal services that provide critical support for program delivery. The conditional release area is the largest and accounts for 79% of annual program expenditures before revenue (including conditional release, and openness and accountability). Program delivery is labour-intensive, with salary costs accounting for approximately 83% of yearly program expenditures before revenue. Most of the remaining expenditures cover essential operating costs, such as travel to parole hearings.

Conditional Release

The PBC's workloads are shaped by many factors, some of which are beyond its control. Legislation governing the Board (i.e., the CCRA³³) is prescriptive, specifying when and how the Board conducts its business (e.g., when a review is required by law; and when to use hearings). In addition, workloads are driven by the actions of offenders, victims and the community. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under tight timeframes, amid intense public scrutiny. In 2014-15, the PBC expects to complete more than 19,000 conditional release reviews for federal and provincial/territorial offenders.

The Board has made efforts to manage the workload and cost implications of recent legislative and regulatory amendments (i.e., Bill C-10, the *Safe Streets and Communities Act*³⁴ and Bill C-38, the *Jobs, Growth and Long-term Prosperity Act*³⁵). In 2014-15, the Board will continue to focus on a Policies and Procedures Framework Review.

The openness and accountability provisions of the CCRA³⁶ also continue to present important challenges for the Board with respect to:

- Sharing information with victims of crime;
- Providing information and assistance to those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and
- Delivering a program of public information.

Record Suspensions and Clemency

The PBC's record suspension workload is also shaped by factors beyond its control. Legislation governing the Board's work (i.e., the CRA³⁷) is prescriptive, specifying precisely how the Board conducts its business (e.g., admissibility and measuring merit). In addition, workloads are also driven by fluctuating volumes of requests for record suspensions. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under legislatively established timeframes (i.e., UFA³⁸), amid intense public scrutiny. In 2014-15, the PBC expects to complete approximately 12,000 record suspension assessments and decisions.

The Board is managing an increase in the user fee collected for record suspensions. Since February 2012, applicants for a record suspension must pay a processing fee of \$631. Consequently, the Board must adhere to established service standards prescribed by requirements of the UFA³⁹. In 2014-15, the Board will continue to focus on operational efficiencies and streamlining of processes.

Since 2010, the Clemency Unit has seen constant growth in clemency requests. In order to minimize the impact of this increase, human resource strategies and streamlined processes have been adopted and better investigation strategies are being used. The Board expects to have over 90 clemency requests in progress in 2014-15.

Strategic Resource Management

The Board must continue to address the need for strategic management of human, financial, and information and technology resources to support quality program delivery. The PBC is committed to ensuring a strong, diverse and dynamic workforce that excels in delivering the Board's mandate to Canadians, today and in the years to come.

A key challenge for the Board is to stabilize its workforce and strengthen succession planning in relation to both its public service staff and its Board members.

It is necessary for the Board to maintain sufficient numbers of Board members, who are Governor-in-Council term appointments. The CCRA⁴⁰ specifies that the Board will comprise no more than 60 full-time Board members, and provides for the appointment of part-time members to help manage fluctuating conditional release decision-making workloads. The Board continues to ensure that it identifies sufficient numbers of qualified candidates for consideration for selection as Board members. The Board also provides training and mentoring to ensure that Board members have the knowledge they need to adhere to legislation and regulations, and assess risk in their decision-making.

In addition, departures of experienced public service staff have a significant impact as they erode corporate memory and diminish critical knowledge of law, policy and training. The effect of this is especially acute in a small organization. Board staff provide the continuity of knowledge and information essential for support and delivery of programs. As such, the Board has developed and continues to update its Human Resources Plan for dealing with staff turnover.

Timely access to relevant information provides the foundation for quality conditional release, record suspension decision-making and clemency recommendations and ultimately for the Board's continuing contribution to public safety. In addition, the Board must deal with legislated responsibilities for sharing appropriate information with victims of crime, offenders, other criminal justice partners, and the public. In this environment, strategic information management is crucial, requiring the Board to have the automated systems necessary to support effective collection, storage and sharing of information. Additionally, the Board must have in place the policies and procedures necessary to ensure effective information management. Progress in these areas requires the assistance of CSC, who is the Board's information technology service provider.

For the foreseeable future, the Board will face complex and growing workload pressures in areas of legislated responsibility. For this reason, strong strategic management of financial resources is essential in order to closely monitor impacts and identify opportunities to reallocate and re-invest in the Board's programs in line with changing priorities.

Planned Expenditures

The following tables provide a summary of the PBC's total planned spending and human resources over the next three fiscal years.

Budgetary Financial Resources (Planned Spending- dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
47,129	49,554	46,943	46,943

Human Resources (full-time equivalents- FTEs)

2014-15	2015-16	2016-17
467	467	467

The following table provides a planning summary of the performance indicators and targets for the PBC's strategic outcome. In addition, the table indicates the planned spending for each of the programs for the next three fiscal years.

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	Expenditures		2013-14 Forecast Spending	2014-15 Main Estimates	Planned Spending		
	2011-12	2012-13			2014-15	2015-16	2016-17
Strategic Outcome: Conditional release and record suspension decisions and decision processes that safeguard Canadian communities							
1.1 Conditional Release Decisions	38,244	35,654	36,680	34,859	37,848	34,300	34,300
1.2 Conditional Release Openness and Accountability	7,087	5,562	5,765	6,627	5,961	6,837	6,837
1.3 Record Suspensions Decisions/ Clemency Recommendations	1,154	275	2,947	529	145	568	568
Strategic Outcome Subtotal	46,485	41,491	45,391	42,015	43,954	41,705	41,705
Internal Services Subtotal	5,703	5,021	5,499	5,114	5,600	5,238	5,238
Total	52,188	46,512	50,891	47,129	49,554	46,943	46,943

Planned Spending reflects funds to be authorized through the Estimates process as presented in the Annual Reference Level Update and additional Supplementary Estimates, and allotment transfers expected to be received during the respective fiscal year.

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by Whole-of-Government-Framework Spending Area⁴¹ (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Planned Spending
Conditional release and record suspension decisions and decision processes that safeguard Canadian communities	1.1 Conditional Release Decisions	Social Affairs	Safe and secure Canada	37,848
	1.2 Conditional Release Openness and Accountability	Social Affairs	Safe and secure Canada	5,961
	1.3 Record Suspension Decisions/ Clemency Recommendations	Social Affairs	Safe and secure Canada	145

Total Planned Spending by Spending Area (dollars)

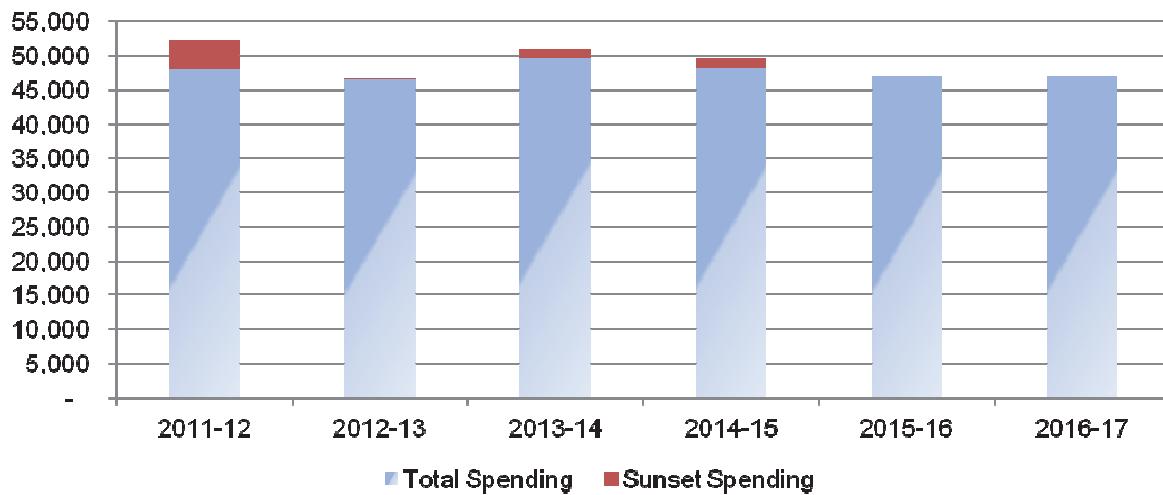
Spending Area	Total Planned Spending
Social Affairs	43,954

Departmental Spending Trend

For 2014-15, the PBC plans to spend \$49.6 million to meet the expected results of its programs and contribute to its strategic outcome. This includes \$1.4 million in temporary funding reprofiled from 2012-13 for tenant accommodation refits in line with the National Accommodation Plan (NAP).

The figure below illustrates the PBC's spending trend from 2011-12 to 2016-17. The 2013-14 forecast spending of \$50.9 million is based on PBC's November 2013 forecast.

Estimates by Vote



For information on the Parole Board of Canada's organizational appropriations, please see the 2014-15 Main Estimates publication⁴².

Section II – Analysis of Programs by Strategic Outcome

Strategic Outcome

The Parole Board of Canada (PBC) has a single strategic outcome:

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities

The following table outlines the performance indicators and targets for the Board's one strategic outcome.

Performance Indicators	Targets	Date to be achieved
The percentage of parole releases that did not result in a new conviction.	90% of parole releases are completed successfully ⁴³ .	Annual
The percentage of record suspension recipients whose record suspensions have not ceased to exist or who have not had their record suspensions revoked for a new offence.	95% of record suspensions remain in force.	Annual

PBC programs and priorities are designed to support continuous progress in achieving the strategic outcome. To support this outcome, the PBC has four programs:

- Conditional release decisions;
- Conditional release openness and accountability;
- Record suspensions decisions/clemency recommendations; and
- Internal services.

The following section describes the PBC's programs and identifies the expected results, performance indicators and targets for each of them. This section also explains how the PBC plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program.

Program 1.1: Conditional Release Decisions

Program Description: Conditional release is based on the principle that community safety is enhanced by gradual release to the community where appropriate. The quality of decisions on the risk of re-offending, in conjunction with effective programs and treatment, and effective community supervision all contribute to the process. This program supports public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program, PBC employees provide timely and accurate information for Board member decision-making, and develop effective training and policies that are essential tools for quality risk assessment and decision-making. Effectiveness is assessed by monitoring the outcomes of release on parole.

This program is directly supported by the following priorities identified for 2014-15:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports; and
- Effectively engaging and supporting our people.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
34,859	37,848	34,300	34,300

Human Resources (FTEs)

2014-15	2015-16	2016-17
319	319	319

Performance Measurement

Expected Results	Performance Indicators	Targets ⁴⁴	Date to be Achieved
Conditional release decisions contribute to public safety.	The percentage of offenders on parole that do not incur a new violent offence prior to the end of the supervision period.	≥98%	Annual
	The percentage of offenders who completed their sentence on full parole and who are not re-admitted after release because of a new violent conviction (five years post-warrant expiry).	≥98%	Annual
	The percentage of decisions that are not modified by the Appeal Division.	≥95%	Annual

Planning Highlights

- Review and revise the Board's policies and procedures as part of the Policy and Procedures Framework Review (PPFR);
- Integrate corporate risk management into governance structures and decision-making processes;
- Continue in-depth orientation and training for new Board members to provide them with information and the resources required to be prepared to assess risk and make quality conditional release decisions;

- Ensure effective use of technology to support Board member decision-making (i.e., through the Integrated Decision System (IDS) development, support and maintenance, data analysis, video-conferencing guidelines, etc.);
- Assess legislative and government initiatives specific to victims and ensure corresponding PBC policies and procedures are modernized;
- Strengthen Board member qualification and re-appointment processes and carry out professional conduct and performance evaluations; and
- Update and provide regular Board member training, rooted in evidence-based practices, pertinent to Board member activities, and consistent with adult learning principles.

Program 1.2: Conditional Release Openness and Accountability

Program Description: This program ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the CCRA⁴⁵. This program consists of the provision of information for victims of crime; as well as assistance for victims and other observers at hearings, and those who seek access to the Board's registry of decisions. Results for this program are assessed by monitoring the quality and timeliness of information shared. Work in this area recognizes that the PBC operates in a difficult environment in which timely sharing of accurate information is fundamental for effective partnership and public trust.

This program is supported directly by the PBC's priorities for:

- Effectively fulfilling legislative responsibilities;
- Effectively engaging and supporting our people;
- Providing accurate and timely information to victims and the general public; and
- Working effectively with criminal justice partners and stakeholder organizations.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
6,627	5,961	6,837	6,837

Human Resources (FTEs)

2014-15	2015-16	2016-17
57	57	57

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The PBC operates in an open and accountable manner, consistent with the CCRA ⁴⁶ .	The percentage of victims who are satisfied with the quality and timeliness of information provided by the PBC.	≥80%	Note 1
	The percentage of those who access PBC services who are satisfied with the quality and timeliness of information provided by the PBC.	≥80%	Note 2

Note 1 and 2 - Findings from the 2009 victims' questionnaire will be used to report against performance.

Planning Highlights

- Fulfill legislative responsibilities in the provision of information to victims, facilitating victim attendance and presentations at hearings, and their access to the decision registry;
- Provide national training to PBC staff working with victims to enhance the overall effectiveness and consistency of victim services;
- Continue to reach out to provincial and territorial criminal justice partners, victims, and community partners; and
- Work with law enforcement across Canada to modernise information sharing.

Program 1.3: Record Suspension Decisions/Clemency Recommendations

Program Description: A record suspension is designed to support the successful reintegration of an individual into society where appropriate. It is a formal attempt to remove the stigma of a criminal record for people found guilty of a federal offence and who, after satisfying their sentence and a specified waiting period, have shown themselves to be responsible law-abiding citizens. Through this program, the PBC screens applications for completeness and eligibility of each applicant, collects information for decision-making and develops policy to guide decision processes. The results of this program are assessed through ongoing review of the average time required to process record suspension applications, and the rates of revocation of record suspensions ordered. This program is supported by the following priorities:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports;
- Effectively engaging and supporting our people; and
- Working effectively with criminal justice partners and stakeholder organizations.

The benefits of the program include:

- Ensuring careful consideration is given to issues of public safety;
- Providing an opportunity for record suspension recipients to contribute to their communities as law-abiding citizens;
- Those who receive a record suspension have increased opportunities for employment, housing, insurance, and travel, allowing them to generate revenue, capital and contribute to economic growth; and
- Most individuals (over 95%) remain crime-free, demonstrating the value of the program as a long-term measure for community reintegration.

The *RPM*⁴⁷ or Clemency is a discretionary power vested in the Office of the Governor General by virtue of the *Letters Patent* and the Governor in Council, under Sections 748⁴⁸, 748.1⁴⁹ of the *Criminal Code of Canada*⁵⁰, who may apply exceptional remedies under exceptional circumstances to deserving cases.

The Board is mandated under Section 110⁵¹ of the CCRA⁵² to conduct investigations, when directed by the Minister, in connection with any request made to the Minister for the exercise of the *RPM*⁵³.

In addition, Section 109⁵⁴ of the CCRA⁵⁵ gives the Board the authority to cancel or vary the unexpired portion of a prohibition order made under Section 259⁵⁶ of the *Criminal Code of Canada*⁵⁷. These requests are investigated by the Clemency Unit.

The benefits of the program include:

- Addresses instances of substantial injustice; and
- Addresses instances of undue hardship.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
6,174	5,790	6,213	6,213
(5,645)	(5,645)	(5,645)	(5,645)
529	145	568	568

Human Resources (FTEs)

2014-15	2015-16	2016-17
40	40	40

Performance Measurement

Expected Results	Performance Indicators	Targets ⁵⁸	Date to be Achieved
Record suspension decisions support rehabilitation and community reintegration.	The percentage of record suspension recipients whose record suspensions remain in effect.	≥95%	Annual

Planning Highlights

- Work with criminal justice partners in the PBC's assessment of record suspension applications;
- Work with NGOs, including Aboriginal organisations, in assisting record suspension applicants; and
- Work directly with record suspension applicants to facilitate processes.

Program 1.4: Internal Services

Program Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; Security and Accommodation Services, and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

This program is supported by the following priorities:

- Strengthening PBC governance, decision-making practices and supports; and
- Effectively engaging and supporting our people.

Internal Services strives to:

- Ensure that the Board's governance structure facilitates the most effective and flexible decision-making possible;
- Ensure that the appropriate human and financial resources are in place to advance the Board's key and ongoing priorities;
- Generate the most effective, results-based planning to ensure logic and cohesion in all PBC programs;
- Conduct program monitoring, reviews and evaluations to ensure that operations are transparent and accountable;
- Ensure that the technological tools that are essential to the Board's operations are in place; and
- Maintain a culture of continuous innovation and improvement.

Reporting internal services through a common government-wide approach allows Canadians to see the full cost and proportion of resources spent by the Board, and across the federal government for support activities.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
5,114	5,600	5,238	5,238

Human Resources (FTEs)

2014-15	2015-16	2016-17
51	51	51

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Efficient and effective internal services that support quality program delivery.	Services provided meet standards set under Government-wide policies as well as Management Accountability Framework (MAF) expectations.	To meet or surpass government standards related to management capacity and practices as outlined and assessed through the MAF.	Through MAF Assessment process

Planning Highlights

- Provide ongoing training to existing staff and Board members to ensure that they are provided with current and relevant information as well as the resources to continuously improve their skills;
- Enhance human resource capacity in areas such as talent management and values and ethics; and
- Enhance consistency in financial management practices and ensure compliance with central agency policy and directives through semi-annual remote monitoring and cyclical on-site monitoring exercises.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the PBC's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Board's website⁵⁹.

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of the PBC's financial position and operations.

Future-Oriented Condensed Statement of Operations - For the Year Ended March 31 (dollars)

Financial information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	63,276	62,907	(369)
Total revenues	4,700	5,645	945
Net cost of operations	58,576	57,262	(1,314)

In the final year of implementation of Budget 2012 spending review, the Board will have achieved additional savings of \$2.1M resulting in a total savings of \$4.8M ongoing. However the \$2.1M savings accumulated in 2014-15 was offset by the forecasted operating budget carry forward of \$1.2M from 2013-14 and additional funds to be received for collective agreements signed in 2013-14.

Supplementary Information Tables

The supplementary information tables listed in the 2014-15 Report on Plans and Priorities can be found on the PBC's website⁶⁰.

1. Greening Government Operations;
2. Horizontal Initiatives; and
3. Sources of Respondable and Non-Respondable Revenue.

Tax Expenditures and Evaluations

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 publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*⁶¹ publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Regular mail: Communications Division
410 Laurier Avenue West
Ottawa, Ontario
K1A 0R1

E-mail: info@PBC-CLCC.gc.ca

Endnotes

- 1 Treasury Board Secretariat, Estimates Publications and Appropriation Acts, <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>
- 2 Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, <http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0>
- 3 Strengthening Parliamentary Scrutiny of Estimates and Supply - Report of the Standing Committee on Government and Operations Estimates, June 2012, <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1>
- 4 Treasury Board Secretariat, Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- 5 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- 6 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- 7 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html>
- 8 Department of Justice, <http://laws-lois.justice.gc.ca/eng/const/page-15.html>
- 9 Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- 10 Parole Board of Canada, <http://www.pbc-clcc.gc.ca/rptrs/rprt-eng.shtml>
- 11 Public Safety Canada, <http://www.publicsafety.gc.ca/index-eng.aspx>
- 12 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- 13 Parole Board of Canada, <http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#dayparole>
- 14 Parole Board of Canada, <http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#fullparole>
- 15 Parole Board of Canada, <http://pbc-clcc.gc.ca/prdons/servic-eng.shtml>
- 16 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>
- 17 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
- 18 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont>
- 19 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>
- 20 Parole Board of Canada, <http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#statutoryrelease>
- 21 Parole Board of Canada, <http://pbc-clcc.gc.ca/victims/victims-eng.shtml>
- 22 Parole Board of Canada, <http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml>
- 23 Parole Board of Canada, <http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml#2>
- 24 Parole Board of Canada, <http://pbc-clcc.gc.ca/media/dec-eng.shtml>
- 25 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/U-3.7/index.html>
- 26 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
- 27 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/J-0.8/page-1.html#s-1>
- 28 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-9.html#docCont>
- 29 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-29.html#docCont>
- 30 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

31 The risk identified is an external risk to the Board. During 2012-13, the Board revised its Corporate Risk Profile which identified a number of corporate risks both internal and external.

32 OPI – Office of Primary Interest / OCI – Office of Collateral Interest.

33 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

34 Statutes of Canada 2012 - Chapter 1,
<http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=5465759>

35 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/J-0.8/page-1.html#s-1>

36 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

37 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html>

38 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html>

39 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html>

40 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

41 Treasury Board Secretariat, Whole-of-government framework,
<http://www.tbs-sct.gc.ca/ppq-cpr/frame-cadre-eng.aspx>

42 Treasury Board Secretariat, Estimates Publications and Appropriations Acts,
<http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>

43 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.

44 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.

45 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

46 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

47 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml

48 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-436.html#docCont>

49 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-436.html#docCont>

50 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html>

51 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont>

52 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

53 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml

54 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont>

55 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html>

56 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-128.html#docCont>

57 Department of Justice, <http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html>

58 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.

59 Parole Board of Canada, <http://www.pbc-clcc.gc.ca/rpts/rpp/14-15/fofs-eng.shtml>

60 Parole Board of Canada, <http://www.pbc-clcc.gc.ca/rpts/rpp/14-15/index-eng.shtml>

61 Department of Finance, <http://www.fin.gc.ca/purl/taxexp-eng.asp>