



National Parole Board

**2001-2002
Estimates**

Part III – Report on Plans and Priorities

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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National Parole Board

**2001-2002
Estimates**

A Report on Plans and Priorities

Approved

Hon. Lawrence MacAulay P.C., M.P.
Solicitor General of Canada

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Section I: Messages

1.1 Chairperson's Message

Public safety is the National Parole Board's (NPB) top priority. The Board contributes to public safety by making quality decisions for parole and pardons - decisions which lead to the safe reintegration of offenders in the community.

Given its focus on public safety and protection, NPB structures its policies, training and information systems to support quality decision-making. In this context, the Board works constantly to ensure that its members have access to the latest research, and information on risk assessment and risk management, as a foundation for quality decision-making.

Performance data indicate that these efforts have yielded results. More than nine of every ten releases on parole do not result in a new offence, and 99 of every 100 releases do not result in a new violent offence. Naturally, violent reoffending is a grave concern to the Board, given its serious consequences for victims, their families and the community. Performance information demonstrates progress in this area. Between 1994/95 and 1999/00, violent reoffending by day and full parolees declined by about 60%. Preliminary information for 2000/01 suggests that this downward trend will continue.

Long-term information reinforces the value of parole and pardons as strategies for public safety. Most offenders who reach the end of their sentence on full parole remain free from serious crime. In fact, about nine of every ten offenders who reach the end of their sentence on full parole have not returned to a federal penitentiary ten years after the end of their sentence.

Information on pardons presents a similar picture - 97% of all pardons granted since 1970 (about 250,000), remain in effect, demonstrating that the vast majority of pardon recipients remain crime free in the community. Most pardons that have been revoked involve minor incidents.

Of course, for victims of crime and the community, these findings are just numbers, hollow statistics which cannot reduce the pain or the fear that victimization can produce. As a result, the Board remains committed to improvement, to long-term measures which will reduce violent recidivism and enhance NPB's contribution to public safety.

The Board's Vision For The Year 2000 and Beyond is the catalyst for continuous improvement. Through the Vision, the Board has launched many initiatives to deal with its statutory responsibilities. Plans are in place to strengthen the Board's training framework, to provide Board members with more time to prepare for and conduct parole reviews, and to improve access to the information necessary for quality decision-making.

The Board has introduced measures to improve the provision of information to victims of crime, and assistance to observers at hearings and individuals who seek access to the

Board's registry of decisions. The Board is also about to launch a major effort to reduce the average processing time for pardon applications.

Collectively, these plans represent significant steps for progress, but they are only one dimension of the Board's overall strategy for improvement. The Board's Vision also sets out an ambitious agenda for innovation and improvement in addressing emerging challenges.

In the 2001/02 fiscal year, for example, the Board will introduce measures which will allow victims to speak at NPB hearings. This approach, which responds to a recommendation in the review of the *Corrections and Conditional Release Act*, is intended to provide victims with a voice, with more meaningful involvement in conditional release processes. It is anticipated that this new approach will be confirmed in legislation in the near future.

The Board is also preparing to launch phase 2 of its citizen engagement strategy. In the broadest sense, this initiative is designed to help the Board to redefine its relationship with the community, and provide citizens with an opportunity for meaningful debate on parole and related matters.

The literature on corrections in Canada has documented the over-representation of Aboriginal Peoples in provincial jails and federal penitentiaries. The Speech From The Throne acknowledged the seriousness of this situation and called upon federal departments and agencies to work with other jurisdictions and Aboriginal communities to address this crisis. Through its Vision, the Board has developed plans for addressing Aboriginal issues in the context of conditional release. Work will focus on enhanced policy, risk assessment tools, and training and innovative parole decision models designed to address the unique needs and circumstances of Aboriginal offenders and Aboriginal communities.

Canada's growing diversity is an issue of critical importance for the Board. Increasing cultural diversity, ethnicity, population ageing, urbanization and gender issues are all factors which the Board must consider closely. The Vision provided the framework for renewed efforts to address issues of diversity. In 2001/02, the Board will take action to review its policies, training and risk assessment tools through a diversity "lens". NPB will also consider strategies for ensuring that it remains representative of the communities it serves across the country.

The Vision challenges the Board to examine new and innovative approaches to corrections and conditional release within its overarching responsibility for public safety. In this context, the Board is assessing restorative justice and its implications for parole decision-making policy, training and practices. In 2001/02, the Board will continue its policy review and develop a strategy for restorative justice, consistent with the law, the principles of fundamental justice, and public safety.

I am pleased to present the Board's Plans and Priorities for 2001/02. With the Vision as its foundation, this document demonstrates the Board's enduring commitment to public safety based on the gradual and supervised release of offenders to the community. Research and Canadian experience demonstrate that this approach works. Through its Plans and Priorities for 2001/02, and the quality and professionalism of its employees, the Board is positioned to support continuous improvement in this process.

Renée Collette
Acting Chairperson, National Parole Board

1.2 Management Representation Statement

MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION Report on Plans and Priorities 2001-2002/ Un rapport sur les plans et les priorités	
<p>I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the</p> <p style="text-align: center;"><u>National Parole Board</u></p> <p>To the best of my knowledge (and subject to the qualifications outlined below), the information:</p> <ul style="list-style-type: none"> • Accurately portrays the department's mandate, priorities, strategies and planned results of the organization. • Is consistent with the disclosure principles contained in the <i>Guidelines for Preparing a Report on Plans and Priorities</i>. • Is comprehensive and accurate. • Is based on sound underlying departmental information and management systems. <p>I am satisfied as to the quality assurance processes and procedures used for the RPP's production.</p> <p>The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p>	<p>Je soumetts, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités (RPP) de 2001-2002 de</p> <p style="text-align: center;"><u>la Commission nationale des libérations conditionnelles</u></p> <p>À ma connaissance (et sous réserve des observations ci-dessous), les renseignements :</p> <ul style="list-style-type: none"> • Décrivent fidèlement les mandat, priorités, stratégies et résultats escomptés de l'organisation. • Sont conformes aux principes de divulgation de l'information énoncés dans les Lignes directrices pour la préparation du Rapport sur les plans et les priorités. • Sont complets et exacts. • Sont fondés sur de bons systèmes d'information et de gestion sous-jacents. <p>Je suis satisfaite des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP.</p> <p>La structure de rapport sur laquelle se fonde le présent document a été approuvée par les ministres du Conseil du Trésor et constitue la base de l'imputabilité des résultats atteints avec les ressources et les pouvoirs fournis.</p>
<p>_____</p> <p>Renée Collette</p> <p>Date: _____</p>	

Section II: Departmental Overview

2.1 What's New

The Standing Committee on Justice and Human Rights completed its review of the provisions and operations of the *Corrections and Conditional Release Act*. The Committee's report makes 53 recommendations for change and improvement. The Government tabled its response to the report and the Board is now working with the Correctional Service of Canada (CSC) and other partners on implementation strategies. Measures to address the needs and concerns of victims of crime are a key priority for the Board, in this context.

The Board launched its citizen engagement strategy using funding provided in Budget 2000. During the 2000/01 fiscal year, NPB held fourteen citizen's fora in communities across the country.

In support of the Government's Public Safety Framework, the Board began work on the effective corrections initiative. This initiative, funded through Budget 2000, will enable the Board to enhance its policies, training and operations. Measures to address the needs and concerns of Aboriginal offenders and Aboriginal communities will be a priority, as will measures to examine the implications of growing cultural diversity within the offender population, and the communities to which they will return.

Within the broad context of the Public Safety Framework, the Board also began work with CSC to renew the Offender Management System, the system which provides critical information for NPB and CSC in their responsibilities for the federal system of corrections and conditional release.

NPB completed phase 1 of the Government-on-Line initiative. This government-wide initiative is designed to provide Canadians with on-line access to information and service. The Board's web-site address is www.npb-cnrc.gc.ca.

2.2 Mission and Values

Mission: *The National Parole Board, as part of the criminal justice system, makes independent, quality conditional release and pardon decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely integration of offenders as law-abiding citizens.*

Core Values: *The Mission establishes four core values:*

- *contribution to the attainment of a just, peaceful and safe society;*

- *respect for the dignity of all individuals and the equal rights of all members of society;*
- *belief that qualified and motivated individuals are essential to achieving the Mission; and*
- *commitment to openness, integrity and accountability.*

2.3 Mandate, Roles and Responsibilities

The National Parole Board (NPB) is an independent administrative tribunal responsible for making decisions about the timing and conditions of release of offenders to the community on various forms of conditional release. The Board also makes pardons decisions, and recommendations for clemency through the *Royal Prerogative of Mercy*.

Legislation governing the Board includes the *Corrections and Conditional Release Act*, *Criminal Records Act*, and the provisions of the *Criminal Code*. The *CCRA* empowers the Board to make conditional release decisions for federal offenders and offenders in provinces and territories without their own parole boards. Provincial Boards currently exist in Quebec, Ontario, and British Columbia. The *CRA* entitles the Board to issue, grant, deny, or revoke pardons for convictions under federal acts or regulations. The Governor General or the Governor in Council exercises authority regarding the use of the *Royal Prerogative of Mercy* for those convicted of a federal offence in all jurisdictions based on investigations by the Board and recommendations provided to the Solicitor General of Canada.

2.4 Program Objective

To contribute to the long-term protection of society through quality decisions related to conditional release and pardons and recommendations for clemency.

2.5 Organization And Accountability

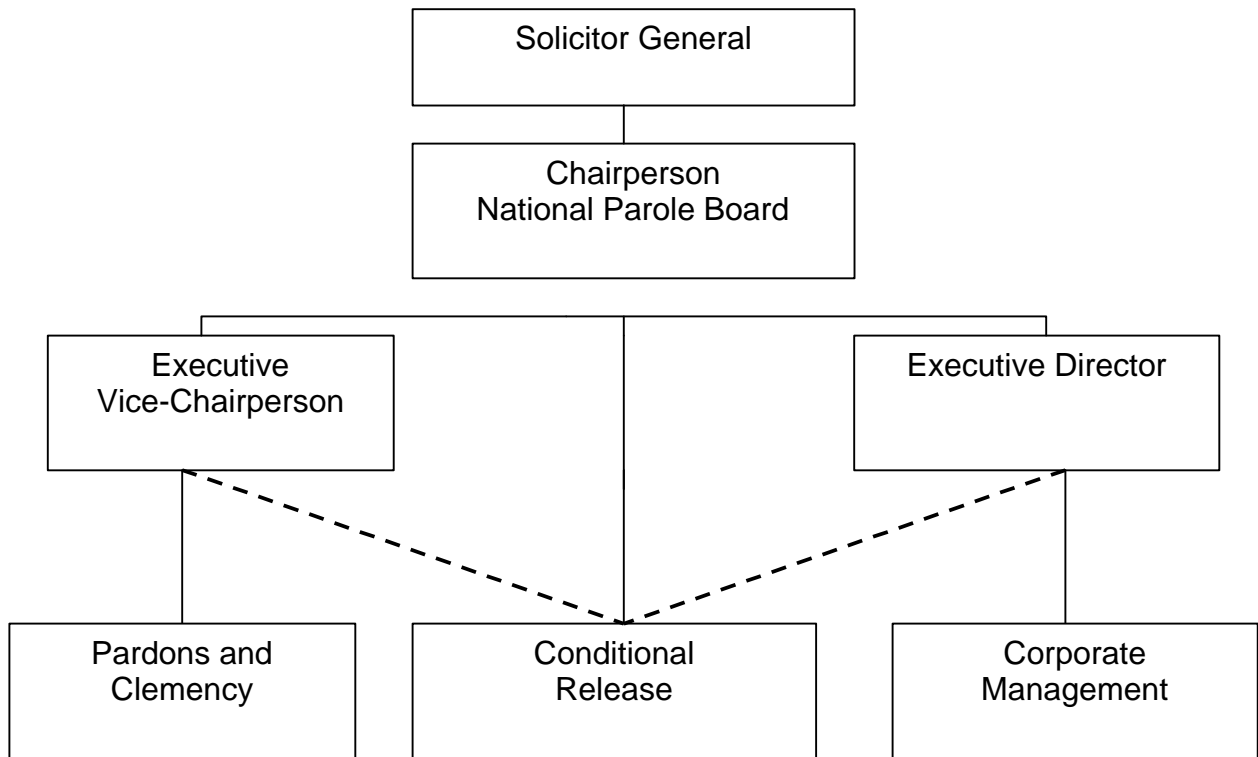
The work of the Board is carried-out by a network of regional offices and the national office in Ottawa. The national office is responsible for clemency recommendations, pardon decisions and related policies, and a range of activities related to conditional release. The national office conducts audits and investigations of conditional release cases, makes appeal decisions, develops and interprets conditional release policy and provides advice and guidance in the area of Board member training. The national office also provides leadership and support for planning, resource management, communications and corporate services.

The Board has offices in five regions: Atlantic (Moncton, NB); Quebec (Montreal, QC); Ontario (Kingston, ON); Prairies (Saskatoon, SK) and Edmonton sub-office (AB); and Pacific (Abbotsford, BC).

The task of making conditional release decisions is carried-out by knowledgeable and experienced Board members in each region. In order for Board members to assess the risk of each case, and make decisions to grant or deny parole, they are provided with extensive training on legislation, regulations, policies, and risk assessment. Board members are supported by knowledgeable staff who, working closely with CSC, schedule hearings, ensure that all required information for decision-making is received, and shared with the offender within the prescribed timeframes, provide policy interpretation, and communicate conditional release decisions to CSC and the offender. Staff in regional offices are also involved extensively in providing information for victims of crime, making arrangements for observers at parole hearings, and addressing requests for access to the Board's decision registry.

The Board's operations include three business lines: Conditional Release; Clemency and Pardons; and Corporate Management. The most resource intensive business line is conditional release which generally accounts for about 80% of the Board's resources.

Business Line Accountability



Planned Spending 2000-2001 (millions)

Program / Business Lines	Chairperson	Executive Vice-Chairperson	Executive Director	Total
Conditional Release	23.3			23.3
Clemency and Pardons		2.0		2.0
Corporate Management			5.0	5.0
Total Planned Spending	23.3	2.0	5.0	30.3

2.6 The Planning Context

The Board's environment is complex and dynamic, reflecting the diverse perspectives which Canadians bring to any discussion of how to deal with issues of crime and justice. The following are the factors in the Board's environment with greatest consequence for NPB legislation, policy, operations and resource needs over the next three years.

Government Priorities: The Speech from The Throne to open the 37th Parliament of Canada established a broad agenda for enhancing the quality of life for all Canadians. In this context, the Government made a strong commitment to good governance and quality service to clients through an aggressive service improvement initiative featuring service improvement targets; accountability for service improvement; a continuous improvement culture; and better support for front-line service delivery staff. Strategies for service improvement will be reinforced by the "Government on Line", a broad strategy to provide on-line access for Canadians to information and services. These initiatives will challenge the Board in all aspects of its work, including its corporate management functions.

The Government has also launched several policy initiatives designed to create safer communities, stronger relationships with Aboriginal communities, and partnerships with citizens and stakeholder groups. The effective corrections initiative announced in Budget 2000 exemplifies these efforts. The initiative is a broad strategy for enhancing public safety by improving the effectiveness of corrections and conditional release in Canada. Measures to address the unique needs and circumstances of Aboriginal offenders will be a priority, as will measures to address the growing diversity within the federal offender population and the communities to which they will return. In support of this initiative, the Board will be required to enhance its risk assessment tools and training, develop innovative decision models, including models which address the needs of Aboriginal offenders and communities, and engage communities in partnerships which support the safe reintegration of offenders.

Restorative justice is an emerging priority which the Board must address. Increasingly, Canadians express dissatisfaction with mainstream justice characterized by adversarial processes which consider crime as injury to the state. Victims and communities are demanding greater involvement in justice, and advocating restorative approaches which consider the well-being of the victim, the offender and the community. The decision of the Supreme Court of Canada in *Gladue vs The Queen* provides a strong endorsement of restorative approaches. In its decision, the Court referred to the concept of restorative justice which underpins sections 718 (e) and 718 (f) of the *Criminal Code* as evidencing an intention by Parliament to expand the use of restorative justice principles in sentencing. Restorative justice has significant implications for the Board, requiring careful review of decision processes, policies and training.

The CCRA Review: The Standing Committee on Justice and Human Rights reviewed the *Corrections and Conditional Release Act* and made 53 recommendations for

widespread change in legislation and operations related to corrections and conditional release. The Government response to the report endorsed 46 of the 53 recommendations and called for action to address the findings of the Committee. Key issues for the Board include: victims of crime; accelerated parole review; statutory release; and temporary absence and work release programs.

The Board must continue to participate in work to respond to the CCRA review, including work to adapt policy, develop training materials, and redesign operations to support implementation of change consistent with Government direction. Assessment of cost implications of potential change will also form a critical element of NPB work.

Victims of Crime: Pressures continue for the justice system to provide better information and assistance for victims of crime. Victims' concerns were highlighted in the Report by the Standing Committee on Justice and Human Rights entitled "Victims' Rights – A Voice Not A Veto" which made 17 recommendations for providing victims with a more meaningful role in the justice system. These recommendation were echoed in the Standing Committee's report for the CCRA review which made six recommendations for more inclusive processes for victims:

- provide victims with more information;
- advise victims of planned transfer of inmates;
- allow victims who cannot attend NPB hearings to listen to the audio-tapes of these hearings;
- allow victims to read a prepared statement at NPB hearings;
- prevent unwanted communications from offenders to victims; and
- create a national office to deal with victims' issues and complaints.

The Government response to the Standing Committee generally supported these recommendations and committed the Ministry of the Solicitor General to action in response. In this context, the Board which is a strong supporter of more inclusive processes for victims, must work closely with CSC and other key partners to prepare for anticipated change, including legislative proposals, revised policy, training, operations, and cost analysis.

Aboriginal Issues: The disproportionate number of Aboriginal peoples in the correctional system is a grave concern. While representing about 3% of the Canadian population, they account for about 17% of the federally incarcerated population. Aboriginal offenders are more likely than non-aboriginals to be released on statutory release (at two-thirds of sentence) rather than on full parole (at one third of sentence). Aboriginal offenders are also more likely than non-aboriginals to have their conditional release revoked for breaches of conditions and for reoffending. The recent Speech From

The Throne recognized the seriousness of the situation and called federal departments and agencies to action in addressing the current situation.

In contrast with the general population which is ageing, and experiencing a decline in the birth rate, Aboriginal communities are experiencing a baby boom, with increasing numbers of Aboriginal youth approaching the most crime prone years. In addition, many Aboriginal youth are moving to urban centres in search of employment or alternate lifestyles. There is also growing evidence of extensive involvement of Aboriginal youth in gangs and gang-related activities. These trends could influence Aboriginal crime rates and patterns, and perhaps exacerbate Aboriginal over-representation in the justice system.

In response to Aboriginal issues, the Board must continue to refine policies and risk assessment training which recognize the unique societal and cultural factors related to Aboriginal offenders and their communities. The Board must also enhance its models for parole hearings, including the use of elders, and community assistance, in a manner which recognizes the traditional value of healing and is sensitive to various cultures within Aboriginal communities. In this context, provision of services to the Nunavut Territory will remain a key priority, challenging the Board to develop training, policies and decision processes, including models for hearings, which address the unique culture, values and traditions of the territory. NPB must maintain a workforce profile which includes appropriate Aboriginal representation among Board members and staff. The Board must also work with CSC to develop agreements under sections 81 and 84 of the *CCRA* which provide Aboriginal communities with the opportunity for active involvement in reintegration of Aboriginal offenders.

Diversity: As immigration contributes increasingly to population growth, Canada will become more culturally and ethnically diverse, challenging the Board, consistent with section 105 of the *CCRA*, to ensure that it is representative of the communities that it serves, and to develop risk assessment training and tools which respect the needs and concerns of an increasingly diverse offender population, and the communities to which they will return.

Other aspects of Canadian diversity such as the ageing of the population, gender equality, evolving family structures, and major trends toward urbanization also present challenges which the Board must assess carefully. For example, the ageing of Canadian society is expected to heighten public sensitivity to issues of crime and safety, reinforcing the need for the Board to develop and disseminate information which demonstrates the effectiveness of parole, and engages the community in partnership for the safe reintegration of offenders.

The trend toward urbanization is also expected to create important new challenges, as major centres in Canada grow to become powerful city-states united by economic interest but comprising many different groups with a declining sense of affiliation - of neighbourhood. In this context, it may be difficult for correctional agencies, including the Board, to identify the traditional communities which have been so critical to effective corrections and conditional release in the past. At the same time, small communities and

rural areas centres may find it increasingly difficult to gain access to, and influence the policy debate, requiring the Board to seek new ways to engage these communities and to provide them with a voice in discussion of issues of importance.

Crime Rates and Trends: After peaking in the early 1990s, rates of reported crime in Canada have declined for almost a decade. Consistent with this trend, the violent crime rate has dropped as have the rates for most violent offence categories. The property crime rate also dropped, continuing the downward trend since 1991.

Violent crime generally accounts for about 10% of all reported crime, while property crime accounts for about 60%. Other *Criminal Code* incidents, offences involving drugs, and federal statutes account for the remaining 30% of crime reported to the police each year. These patterns have remained stable for decades. In comparison, the offence profile of federal offenders has shifted. In the past two decades, the proportion of offenders admitted annually to federal institutions for non-violent offences has declined to about 20%, while offenders admitted for violent offences increased to over 70%. Admissions for serious drug offences have remained relatively stable, accounting for about 10% of admissions each year.

Trends in crime and incarceration have important implications for NPB policy, training and operations. Increases in the number and proportion of offenders incarcerated for a violent offence demand that the Board continue to enhance risk assessment tools and training related to various groups, including sexual offenders, armed robbers, etc. In recent years, the annual number of violent offences by offenders on parole has decreased by about 60%. The Board must work to ensure continued progress in this area.

Public Attitudes and Perceptions: Although crime, including crime by parolees, has declined, Canadians remain fearful for their families and their communities. The public remains sceptical about declining crime rates and criminal justice improvements, focussing instead on media reports of tragic incidents, which are frequently characterized as justice system failures. In this context, conditional release evokes strong public reaction and vigorous public debate. Debate is, however, often set against a backdrop of misinformation about the effectiveness of conditional release. For example, Canadians consistently over-estimate rates of recidivism by offenders on parole. The results of a recent survey reinforce this fact. In this survey, the majority of respondents suggested that the recidivism rate of parolees was between 50% and 100%. In fact, the rate is less than 10% and the violent recidivism rate is about 1%.

Public demands continue for greater effectiveness in assessing risk of reoffending, particularly for offenders with a history of violent or sexual offences. These demands are frequently accompanied by calls for more punitive approaches to crime, including greater use of incarceration, longer sentences and more limited access to parole. Research and the Canadian experience, however, clearly demonstrate that incarceration is not an effective strategy for crime prevention, and that parole, based on effective risk assessment and sound understanding of risk management, reduces long-term recidivism, and supports safer communities. Canadians also continue to call for governments at all

levels to operate in an open and accessible manner with meaningful opportunities for public input to legislative and policy development, especially in the areas of corrections and conditional release where public safety is a constant concern.

In this environment, the Board must ensure that Board members have the policies, training and tools necessary for effective risk assessment and risk management. Working with its key partners, the Board must ensure that the best possible information is available for decision-making, and that appropriate processes and systems are in place to ensure timely access to information by decision-makers. Limited understanding of conditional release coupled with public expectations for meaningful debate of key issues of public safety, also create urgent pressures for the Board to engage communities in discussion of conditional release, and to forge community partnerships for the safe reintegration of offenders. Community engagement must be supported by clear and accurate information about the effectiveness of conditional release and by processes which monitor performance and report on results (good and bad) as a foundation for program improvement.

Information and Technology: Technological advancement is complex, involving constant change and innovation. There are real pressures for the Board to make progress in the use of technology for information sharing with its key partners and with the public. The Government on Line is a prime example. As a relatively small agency, the Board constantly faces the challenge of identifying sufficient resources for systems work and capital investment necessary to keep pace with technology and information sharing priorities. Over the next few years, the Board must develop a strategy which ensures effective progress in this area. Key priorities will include renewal of the Offender Management System, the system which provides critical information for parole decision-making; Government on Line; and the Financial Information Strategy.

Human Resources: As with the Canadian population, staff in the Board are ageing, with the potential for significant numbers of departures over the next five years. Replacement of these employees may prove difficult, given the limited sources from which the Board can draw knowledgeable and experienced employees. There are also expectations that the Board will continue to maintain a staff profile which reflects Canadian diversity. To respond to these challenges, the Board must develop a human resource plan which facilitates succession planning and retention of experienced staff to meet operational needs.

2.7 The Vision for the Board

In 1999, NPB adopted its Vision For The Year 2000 And Beyond which recognizes that the Board operates in a complex environment. The Vision creates a strategic framework for addressing the most important challenges in this environment - the challenges with the greatest potential for stimulating innovation and improvement within the Board and across the justice system. The Vision portrays the Board in an ideal state which reflects its enduring commitment to conditional release and public safety. In this Vision:

- The Board is, and is perceived to be a world leader in quality decision-making, working constantly to improve its ability to identify from an increasingly diverse offender population, those offenders who will succeed in the community. Recidivism, particularly violent recidivism, continues to decline.
- The Board works within an enabling legislative framework which allows it to apply its expertise in quality decision-making to the full extent. Quality case specific risk assessment, and risk management based on the results of research, and enhanced community supervision ensure timely and safe reintegration of offenders.
- The Board, as an inquisitorial body, is, and is perceived to be open and fair, respecting the duty to act fairly and the unique needs and circumstances of diverse groups in its decision policies and processes.
- The Board selects highly qualified people as candidates for appointment as Board members and as staff - people who are knowledgeable about, and committed to the safe reintegration of offenders. Excellence is sustained through continuous learning and effective succession planning, as well as entrenchment of the Board member appointment process in law.
- The Board is, and is perceived to be, a community board, representing and being representative of diverse communities and their concerns, including the concerns of women, ethnic minorities, the elderly and youth. Public understanding of the Board and conditional release is high, and there is increased confidence in conditional release as an effective strategy for community safety.
- The Board forges new community partnerships, creating a network of citizen spokespersons for conditional release and safe reintegration of offenders. Information sharing and public consultation characterize all aspects of the Board's work.
- The Board develops innovative decision processes which meet the needs of victims and recognize the value of restorative approaches, with their emphasis on inclusiveness for victims, offenders and their respective families, and the community.
- The Board, in partnership with communities, develops innovative models for parole decision-making (e.g. First Nation models for community justice) which address the unique needs and circumstances of Aboriginal offenders, and the role of Aboriginal communities in the safe reintegration of these offenders.
- The Board works effectively with its key partners, including CSC, the voluntary sector, community groups, and other levels of government to promote an effective criminal justice system focussed on a common goal of protection of society, and characterized by balanced systems and processes.

- The Board processes most pardon applications within weeks. There is widespread public recognition of a pardon as a long-term indicator of rehabilitation, and pardon recipients receive greater benefit for fees paid, in terms of the level of service provided and in wider public recognition of the value of a pardon.
- The Board derives maximum benefit from information technology and integrated justice information systems. The quality and timeliness of case preparation and information for decision-making meets NPB standards in all circumstances.
- The Board is resourced to need. Resource levels provide sufficient flexibility to address workload growth, new government priorities, continuous learning, technological advancement and innovation.

Corporate Strategies

The Vision presents the key elements of an ideal state for NPB. In support of the Vision, the Board has also developed corporate strategies designed to stimulate concrete action for progress toward the ideal state.

Commitment to Quality: All aspects of the Board's work must reflect a commitment to professionalism, fairness, public safety and public service. The Board must strive constantly for the highest quality in conditional release and pardons decision-making and clemency recommendations through enhanced training, policy development, research, and statistical analysis. Quality decisions must recognize issues of cultural diversity and ethnicity in the offender population and in the community. Quality decision-making must also be reflected in an effective framework for national consistency in policy, training, and work processes, and the need for regional flexibility to address differing needs and concerns of offenders and communities.

Continuous Learning: Quality decision-making demands the latest knowledge and information about risk and about how risk can best be managed in the public interest, as well as information about the law, and NPB policies. Accordingly, the Board must ensure that decision-makers and the staff who support them have access to this information through a process of continuous learning and development. The Board must enhance the national training program which sets out priorities and standards and ensure that the results of research and new information are integrated regularly with the training program. In addition, Board members and staff must be provided with opportunities to participate in developmental opportunities designed to enhance the quality of their work.

Openness and Accountability: In response to demands for government to be more open to public scrutiny and to take greater responsibility for their decisions, the Board must continue measures which promote openness and accountability. In this context, the Board must provide access to decisions and reasons for its decisions through the decision registry, ensure that victims receive the information and support they are entitled to receive, and that they participate in decision processes as prescribed by law. The Board

must share information and consult openly with the public, and provide access to meaningful information about its performance - successes and failures.

Citizen Engagement / Community Partnerships: Misinformation often surrounds public debate of crime issues and conditional release, distorting priorities and impeding progress toward sound criminal justice policy. In addition, the public has expressed strong interest in more effective involvement in discussion of crime and public safety. Citizens have called for engagement as opposed to traditional consultation. In response, the Board must develop and implement plans to share information with communities more extensively, and meet with community groups to discuss conditional release and pardons and provide opportunities for them to express their views on issues of policy and operations. Information sharing and discussion must serve as a foundation for forging new partnerships geared to building support for conditional release, and recognition of shared responsibilities for the safe reintegration of offenders.

Effectiveness and Efficiency : Sound fiscal management and workload pressures demand constant efforts by the Board to improve operations. Effective and efficient operations will enhance the Board's commitment to public protection and public service. In this context, the Board must continue to develop policies and design processes and systems which improve the quality of conditional release and pardons decision-making, streamline and add value to the work effort, and eliminate needless constraints and duplication. The Board must ensure that it makes productive use of technology for information sharing, that its key operating systems are designed to support quality decision-making and system design is accompanied by appropriate training and hardware to support system implementation.

2.8 Departmental Planned Spending

(\$millions)	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Total Main Estimates	25.3	27.9	28.4	28.4
Adjustments**	5.0	2.0	1.6	2.9
Net Planned Spending	30.3	29.9	30.0	31.3
Less: Non-responsible revenue	0.6	0.6	0.6	0.6
Plus: Cost of services received without charge	3.1	3.1	3.1	3.1
Net cost of Program	32.8	32.4	32.5	33.8
Full Time Equivalents	346	381	372	372

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise and to include Budget initiatives.

Section III: Departmental Plans, Results, Activities and Resources

3.1 Conditional Release

1. Net Planned Spending (\$ millions) and Full Time Equivalent (FTE)

	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$	23.3	23.9	24.3	25.6
FTE	240	265	270	270

*Reflects the best forecast of total net planned spending to the end of the fiscal year.

2. Business Line Objective

To render quality conditional release decisions based on an assessment of an offender's risk to re-offend.

3. Business Line Description

Conditional release comprises: the review of offenders' cases; the making of quality decisions; support for decision-making such as the scheduling of hearings and the sharing of information with offenders; provision of training on risk assessment to assist Board members in the decision-making process; development and interpretation of policy; provision of information for victims and interested parties within the community; arrangements for observers at hearings; dissemination of information to the public and the media; and completion of research, special reviews, inquiries, and performance reports.

The decision process for conditional release begins with a study of the offender's case (criminal history, education/employment and social background; psychological or psychiatric problems; institutional conduct; impacts of treatment; information on previous Board decisions; and information from victims). The process then, proceeds to an assessment of the potential risk of re-offending including the offender's release plans and community supports. The decision process normally includes a hearing conducted by Board members who are assisted by NPB staff. The offender attends, and has the right to an assistant such as a family member, lawyer, etc. Observers (victims, media, etc.) may also attend hearings.

The review is guided by the Board's decision policies which focus on the potential risk to the public. Prior to the hearing, the offender is provided with information that the Board will consider in reaching its decision. At the hearing, the Board advises the offender of any new information not previously shared with the offender. Upon completion of the review, the Board members vote on the case. If the Board members

decide to grant release, the offender is supervised in the community by CSC and must abide by the standard conditions of release which apply to all offenders. Special conditions may also be imposed by NPB to enhance risk management in the community. These conditions include provisions such as abstinence from alcohol, or non-association with certain individuals. If the conditions of release are not met, the Board may revoke the conditional release and return the offender to an institution.

The Board has the authority to grant, deny, or revoke three types of release for offenders: temporary absence (for those cases not under CSC authority or not delegated to CSC by the Board); day parole; and full parole. Statutory release (SR) is mandated by law and allows offenders denied parole or released on parole and subsequently revoked, to be released at two-thirds of sentence to serve the remainder of their sentence under supervision in the community. The Board is, however, responsible for imposing conditions of release for offenders released on SR and may revoke the release of offenders who breach these conditions. The Board, based on a recommendation from CSC, also has the authority to detain certain offenders from SR date to the end of their sentence, if the Board is convinced that these offenders are likely to commit an offence causing death or serious harm, a sex offence against a child or a serious drug offence before warrant expiry.

3.2 Clemency and Pardons

1. Net Planned Spending (\$ millions) and Full Time Equivalent (FTE)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Gross Expenditures	2.0	1.9	1.5	1.5
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0.6	0.6	0.6	0.6
Total Net Expenditures	1.4	1.3	0.9	0.9
FTE	30	40	26	26

2. Business Line Objective

To render quality pardon decisions and clemency recommendations.

3. Business Line Description

Clemency and Pardons involves the review of applications and the rendering of pardon decisions or the issuance of pardons, and clemency recommendations; provision of information and support for decision-making; provision of training to support quality decision-making; development and interpretation of pardons and clemency policy; and provision of public information related to pardons and clemency.

A pardon is a formal attempt to remove the stigma for people found guilty of a federal offence and who having satisfied the sentence imposed and a specified waiting period, have shown themselves to be responsible citizens. The clemency provisions of the *Royal Prerogative of Mercy* and those contained in the *Criminal Code* are used in exceptional circumstances where no other remedy exists in law to reduce exceptional negative effects of criminal sanctions.

3.3 Corporate Management

1. Net Planned Spending (\$ millions) and Full Time Equivalent (FTE)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$	5.0	4.1	4.1	4.1
FTE	76	76	76	76

2. Business Line Objective

To provide the necessary infrastructure to support the Board's operations.

3. Business Line Description

Corporate management activities support and promote effectiveness in the conditional release and clemency and pardons business lines. They include key management functions such as: development of the planning and accountability framework; planning, and resource management systems and processes; a range of corporate services in the areas of finance, human resources, administration, security, and information technology; and liaison with the central agencies of government on numerous corporate management issues.

3.4. Key Results Commitments, Planned Results, Related Activities and Resources

NPB's key results commitments and planned results are inextricably linked with the Board's Vision and Strategic Plan for the Year 2000 and Beyond. The Vision will shape and stimulate continuous improvement in NPB decision-making, policy and training. These improvements, in turn will enhance the Board's capacity for achieving the key results that it has identified as most important for safe communities and effective service delivery. In this context, the Board has included specific Vision statements in this section as indicators of long-term results to be achieved. Although these statements present the Board in an ideal state, they are relevant in that they serve as a yardstick for assessing NPB performance in the long-term.

Key Results Commitment - The Board will provide quality decisions for conditional release and pardons-decisions which contribute to long-term community safety through effective reintegration of offenders.

Vision Statements - Long-Term Results

- The Board is, and is perceived to be, a world leader in quality decision-making, working constantly to improve its ability to identify from an increasingly diverse offender population, those offenders who will succeed in the community. Recidivism, particularly violent recidivism, continues to decline.
- The Board works within an enabling legislative framework which allows it to apply its expertise in quality decision-making to the full extent. Quality case specific risk assessment, and risk management based on the results of research, and enhanced community supervision ensure timely and safe reintegration of offenders.
- The Board selects highly qualified people as candidates for appointment as Board members and as staff – people who are knowledgeable about, and committed to the safe reintegration of offenders. Excellence is sustained through continuous learning and effective succession planning, as well as entrenchment of the Board member appointment process in law.
- The Board, in partnership with communities, develops innovative models for parole decision-making and related activities which address the unique needs and circumstances of Aboriginal offenders, and the role of Aboriginal communities in the safe reintegration of these offenders.
- The Board derives maximum benefit from information technology and integrated justice information systems. The quality and timeliness of case preparation and information for decision-making meets NPB standards in all circumstances.

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> • Enhanced policy, risk assessment and training framework in support of quality decision-making by Board members. 	<ul style="list-style-type: none"> • Provision of additional time for Board members to prepare for and conduct conditional release reviews. 	594	594	594	594	594

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
	<ul style="list-style-type: none"> Expansion of the national training standard for Board members to provide a minimum of 15 days training annually. 	200	200	200	200	200
<ul style="list-style-type: none"> Effective contribution to the response to the CCRA review, leading to proposals for change in policy and legislation, as required. Areas such as victims, temporary absences, accelerated parole review and statutory release were identified in the review as a priority. 	<ul style="list-style-type: none"> Review and revision of NPB policy. Development of proposals for legislative change. Development of training strategy and plan in support of changes in policy and legislation. 	100	250	100	-	-
<ul style="list-style-type: none"> Measures to address the unique needs and circumstances of Aboriginal offenders and communities, leading ultimately to reduced levels of incarceration of Aboriginal Peoples. 	<ul style="list-style-type: none"> Enhancement of risk assessment tools and training related to Aboriginal offenders, outreach to Aboriginal communities and partnership building, expansion of the use of elder and community-assisted hearings. 	275	280	490	490	490
	<ul style="list-style-type: none"> Provision of parole and related services for the Nunavut Territory. 	80	80	80	80	80
	<ul style="list-style-type: none"> Creation of a fully operational sub-office in Edmonton, Alberta. 	100	979	475	475	475

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> Modernization of the Offender Management System (OMS), the system used by NPB and CSC to collect and share information for corrections and conditional release decision-making. 	<ul style="list-style-type: none"> Creation of project management charter and team, review of NPB operations for streamlining where necessary, review and redesign of system components related to NPB operations, procurement of hardware as required, development and delivery of training in support of implementation. 	723	900	900	2000	-
	<ul style="list-style-type: none"> Support for the integrated justice information initiative to ensure that OMS and related systems provide the linkages necessary for effective information sharing. 	100	100	100	100	100

Key Results Commitment - The Board will provide open and accountable decision processes for conditional release and pardons.

Vision Statements - Long-Term Results

- The Board is, and is perceived to be, open and fair, respecting the duty to act fairly and the unique needs and circumstances of diverse groups in its decision policies and processes.
- The Board is, and is perceived to be, a community board, representing and being representative of diverse communities and their concerns, including the concerns of women, ethnic minorities, the elderly and youth. Public understanding of, and confidence in conditional release is high.
- The Board forges new community partnerships, creating a network of citizen spokespersons for conditional release and safe reintegration of offenders. Information sharing and public consultation characterize all aspects of the Board's work.
- The Board develops innovative decision processes which meet the needs of victims and recognize the value of restorative approaches, with their emphasis on inclusiveness for victims, offenders and their respective families, and the community.
- The Board works effectively with its key partners, including CSC, the voluntary sector, community groups, and other levels of government to promote an effective criminal justice system focussed on a common goal of protection of society, and characterized by balanced systems and processes.

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> • Enhanced quality and timeliness of information and assistance provided for victims, observers at NPB hearings, and individuals who seek access to the Board's registry of decisions under current legislation. 	<ul style="list-style-type: none"> • Provision of information and assistance in all NPB regions. 	506	506	506	506	506

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> To develop, with CSC, and the Department, proposals to respond to the six recommendations in the CCRA review involving victims and, in particular, the recommendations calling for victims to be able to read statements at NPB hearings and to be able to listen to the tapes of hearings in NPB/CSC offices when they cannot attend hearings. 	<ul style="list-style-type: none"> Revision of policy, processes, public information, development of training curriculum and delivery of training, sharing of information with the public in support of victims reading statements at hearings. Development of strategy for resource acquisition. 	100	1300	1800	1700	1700
	<ul style="list-style-type: none"> Review and revision of policy, processes, development of proposals for legislative change, development of training strategy and plan in support of 5 remaining recommendations for victims. 	100	100	-	-	-
<ul style="list-style-type: none"> Continued development and implementation of the Board's strategic framework for citizen engagement. 	<ul style="list-style-type: none"> Assessment of phase I of strategy involving citizens' fora in fourteen communities across the country. Development and implementation of plans for phase II which will emphasize: 	275	270	270	270	270
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> provision of timely, relevant information for the public; 					

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> Continued development of a strategic framework and action plan to address the growing diversity in the offender population and the communities to which they will return. Continued examination of restorative justice in the context of parole decision-making, leading to a clear statement of NPB policy in this area. 	<ul style="list-style-type: none"> opportunities for meaningful public discussion of parole and related matters; partnership building with individuals, groups and communities. Implementation of a range of measures to address issues of diversity including: <ul style="list-style-type: none"> recruitment strategies to ensure staff and Board members are representative of communities served by the Board; decision processes and policies and risk assessment tools and training which respect issues of culture, ethnicity, gender; development of innovative decision models for parole which consider the issues of diversity in culture/ethnicity; strategies to engage diverse communities in discussion of parole and pardons. Review of policy implications of restorative justice for parole, consultation with partners, stakeholders on restorative justice, experimentation/assessment. 	260	240	420	410	410
		50	100	100	100	100

Key Results Commitment - The Board will provide cost-effective, efficient, timely delivery of service to pardon applicants.

Vision Statements - Long-Term Results

- The Board processes most pardon applications within weeks. There is widespread public recognition of a pardon as a long-term indicator of rehabilitation, and pardon recipients receive greater benefit for fees paid, in terms of the level of service provided, and in wider public recognition of the value of a pardon.

Planned Results	Related Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> • Measures to improve the timeliness for processing of pardon applications. 	<ul style="list-style-type: none"> • Efforts to eliminate pardons backlog, review of processes to ensure efficient operations, development of resource strategy for funding business line cost increases in the short-term. 	500	700	300	300	300

Section IV: Joint Initiatives

4.1 Horizontal Initiatives

The Board, and in particular, its corporate management business line, is involved in a wide range of horizontal initiatives.

Government On-Line (GOL): The GOL initiative aims to make all key government services available on-line by 2004. In the Speech From The Throne, the Government made the following commitment:

“By 2004, our goal is to be known around the world as the government most connected to its citizens, Canadians able to access all government information and services on-line at the time and place of their choosing.”

In 2000/01, the Board completed preliminary work for GOL, including on-line access to key programs and services. Plans have also been developed to respond to the government-wide objective for 2004.

GOL presents exciting possibilities to advance Ministry-wide coordination and consolidation of services, e.g., through the proposed Solicitor General Portal that would provide a single-window access to all components of the Ministry. This could subsequently be expanded to cluster access to broader public safety and criminal justice related services involving other federal and provincial departments. As funding for this initiative has not yet been identified options will continue to be explored within the Ministry. For NPB, however, the long-term costs for implementation of GOL exceed the Board’s capacity to absorb.

Other priorities of a horizontal nature include:

- implementation of the Government’s Universal Classification Standard;
- development and implementation of an effective plan for internal audit;
- modification of NPB financial systems and processes, and reporting consistent with the Government’s Financial Information Strategy and modern comptrollership.

4.2 Collective Initiatives

Restorative Justice: The Government has identified restorative justice as an important priority. The Speech from The Throne reaffirmed this position. The Supreme Court decision in the Gladue case reinforced the importance of restorative justice for Aboriginal Peoples.

In response, the Ministry of the Solicitor General has launched a variety of activities in support of restorative justice. The Correctional Service of Canada, and in particular, the RCMP have established numerous activities across the country.

The Board's involvement is more limited at this point in time. A discussion paper has been developed to explore the principles of restorative justice in the context of parole decision-making. NPB has also experimented with restorative approaches through its use of elder and community-assisted hearings. The work to examine restorative justice from a parole perspective will continue as the Board attempts to support this initiative in the most effective manner.

Section V: Financial Information

Table 1: Non-respendable Revenue

Non respendable Revenue (\$ millions)	Forecast Revenue 2000-2001	Planned Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04
Clemency and Pardons	0.6	0.6	0.6	0.6
Total Non-respendable Revenue	0.6	0.6	0.6	0.6

Table 2: Net Cost of Program for 2001/2002

(\$ millions)	Conditional Release	Clemency/ Pardons	Corporate Management	Total
Net Planned Spending	23.9	1.9	4.1	29.9
Plus:				
<i>Services Received without Charge</i>				
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1.6	0.1	0.3	2.0
Contributions covering employees' share of insurance premiums and costs paid by TBS	0.8	0.1	0.1	1.0
Salary and associated costs of legal services provided by Justice Canada	0.1			0.1
	2.5	0.2	0.4	3.1
Total Cost of Program	26.4	2.1	4.5	33.0
Less:	0.0	0.6	0.0	0.6
Non-respendable Revenue				
Net cost of Program 2001/2002	26.4	1.5	4.5	32.4

Section VI: Other Information

6.1 Legislation Administered by the National Parole Board

The Minister has sole responsibility to Parliament for the following Acts:	
<i>Corrections and Conditional Release Act</i>	S.C. 1992, c.20, as amended by S.C. 1995, c.42, S.C. 1997, c.17 and its Regulations
<i>Criminal Records Act</i>	R.S. 1985, c.C-47
The Minister shares responsibility to Parliament for the following Acts:	
<i>Criminal Code</i>	R.S. 1985, c. C-46
<i>Prisons and Reformatories Act</i>	R.S. 1985, c. P-20
<i>Letters Patent constituting the Office of Governor General of Canada (1947)</i>	Canada Gazette, 1947, Part I, Vol. 81, p. 3104, reprinted in R.S. 1985, Appendix II, No. 31

6.2 Contacts

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Quebec Region	Regional Director 200 René-Lévesque Blvd. W. 10 th Floor, Suite 1001 - West Tower Montreal, QC H2Z 1X4 Phone: (514) 283-4584 Fax: (514) 283-5484
Ontario Region	Regional Director 516 O'Connor Drive Kingston, ON K7P 1N3 Phone: (613) 634-3857 Fax: (613) 634-3861
Prairies Region	Regional Director 101 – 22 nd Street East 6th Floor Saskatoon, SK S7K 0E1 Phone: (306) 975-4228 Fax: (306) 975-5892
Pacific Region	Regional Director 32315 South Fraser Way Room 305 Abbotsford, BC V2T 1W6 Phone: (604) 870-2468 Fax: (604) 870-2498

The National Parole Board's internet site address is: <http://www.npb-cnlc.gc.ca/>

6.3 Glossary of Key Terms

NPB is an independent administrative tribunal with legislated responsibility for conditional release and pardons decision-making and clemency recommendations.

CONDITIONAL RELEASE

The *CCRA* provides the Board with authority to grant, deny or revoke three types of conditional release: temporary absences (for cases not under CSC authority); day parole; and full parole. The Board is also responsible for imposing certain conditions of release (e.g. abstain from alcohol) for these types of release.

Temporary absences: short absences (escorted or unescorted) from the institution for purposes such as special medical care, community service or family contact.

Day parole: release to the community, generally for periods of up to six months, and normally requiring nightly return to the institution or halfway house. Day parole assists offenders in preparing for full parole or statutory release.

Full parole: release of an inmate from an institution to serve the remainder of the sentence under supervision in the community. Full parole eligibility is set by law at one-third of sentence in most cases.

Accelerated parole review: applies to offenders sentenced to a federal penitentiary for the first time and for a non-violent offence. These offenders must, by law, be released on day parole at one-sixth of sentence unless the Board finds reasonable grounds to believe that they are likely to commit an offence involving violence before the end of their sentence. Following successful completion of day parole, these offenders must be released on full parole at one-third of sentence.

Statutory release (SR): involves offenders who are incarcerated to the two-thirds point in their sentence as a result of not being released on parole, or being released on parole and subsequently being revoked. These offenders must be released by law, to serve the final third of their sentence in the community unless they are subject to the detention provisions of the *CCRA*. The Board sets the conditions of release for offenders on SR and has the authority to revoke SR for offenders who breach their conditions.

Detention: under the *CCRA*, the Board, based on a recommendation from CSC, has the authority to detain an offender to the end of the sentence who, in the opinion of the Board is likely to commit an offence involving death or serious harm, a sex offence against a child, or a serious drug offence before the end of the sentence.

PARDONS AND CLEMENCY

The Board makes decisions to **grant, deny or revoke pardons** for people found guilty of a federal offence and who, having satisfied the sentence imposed, and a specified waiting period, have shown themselves to be law-abiding citizens.

A Pardon: 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 citizens.

The clemency provisions, under the Letters Patent constituting the Office of the Governor General of Canada, and the *Criminal Code* are used in circumstances where no other remedy exists in law to reduce exceptional negative effects of criminal sanctions. Applications for clemency are sent to the Board and an investigation and recommendation process is followed. In making its recommendations to the Solicitor General, the Board is guided by principles such as evidence of injustice or undue hardship. The Governor General or the Governor-In-Council renders the final decision.

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