

# Parole Board of Canada

2018-19

Departmental Plan

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The Honourable Ralph Goodale, P.C., M.P.  
Minister of Public Safety and Emergency Preparedness

2018-19 Departmental Plan (Parole Board of Canada)

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ISSN 2371-6436  
Catalogue PS91-6E-PDF

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## Chairperson's Message

As Chairperson of the Parole Board of Canada (PBC) I am pleased to present the 2018-19 Departmental Plan to parliamentarians and Canadians.

Having recently been appointed Chairperson, I am honoured to be entrusted with leading the PBC as it participates in what is truly a central pillar of government – keeping Canadians safe. Over the course of the coming year, the PBC will continue to deliver on its core mandate of contributing to public safety, by making timely conditional release and record suspension decisions and clemency recommendations. Furthermore, the PBC will deliver on this commitment in an open and accountable manner, while respecting the rights and dignity of both offenders and victims.

The upcoming year will bring new challenges to the PBC, with the anticipation of legislative change that will impact its operations. The PBC has worked hard over the past several years to build an organization that is knowledge-based and can proficiently respond to changes within a dynamic operating context. Fostering a healthy and productive workplace for Board members and staff has been an essential element to achieving this.

The PBC supports the government's commitment to a renewed nation-to-nation relationship between Canada and Indigenous peoples. To this end, the PBC works closely with its Indigenous partners and communities as well as other federal government departments, to strengthen responsiveness to the needs of Indigenous peoples, and to focus on closing gaps in service.

The PBC continues to focus on the modernization of its operations, and the implementation of a new financial management system. While the shift towards the use of technology in our operations has brought about increased efficiencies and streamlined processes, the PBC remains proactive in responding to any associated risks, as it is reliant on these systems to carry out its legislated mandate. As technological requirements continue to evolve, the PBC plans to review its priorities to improve service delivery.

I am confident that the PBC will continue to successfully fulfil its public safety mandate with the highest levels of quality, professionalism and efficiency, and remain a model of success for parole boards on the international stage.

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Jennifer Oades  
Chairperson, Parole Board of Canada



## Plans at a glance

As an independent administrative tribunal, the Parole Board of Canada (PBC) contributes to the maintenance of a just, peaceful, and safe society.

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

In 2018-19, the PBC's corporate priorities are to:

- enhance Board member and staff development in the application of legislative requirements;
- strengthen responsiveness to the needs of Indigenous peoples;
- enhance communication of its policies and programs to partners, victims, applicants, offenders, and Canadians;
- cultivate a people management regime that fosters diversity while promoting a healthy and productive workplace; and
- create an Information Management/Information Technology strategy that meets the PBC's evolving requirements.

The key planning commitments for the PBC in support of the government's priorities include:

- participating in the government's Criminal Justice System Review. The PBC will continue to work with criminal justice partners (i.e. Public Safety, Correctional Service of Canada (CSC) to review potential amendments to record suspension legislation);
- addressing potential gaps in the PBC's operations to better support and inform Board member decision-making in order to respond to specific barriers faced by Indigenous peoples in the criminal justice system;
- modernizing technology and operations; and
- strengthening its outreach strategy, to enhance the understanding of the work of the PBC.

If Bill C-66: the "Expungement of Historically Unjust Convictions Act" comes into force in 2018-19, the PBC will incorporate this new business activity into its operations.

In 2018-19, a significant portion of the PBC's Board members and executive management team will be new. While this may create initial workload challenges, the PBC has a solid succession structure in place. It has a strong orientation and training program able to effectively manage the changes to its Board member complement. In terms of the transformation of its executive team, the PBC relies on its robust governance structure and management processes, and will continue to strengthen its internal communications.

The PBC is committed to supporting government-wide priorities of gender equality, diversity, and inclusiveness. The PBC disaggregates data in its performance analysis, and uses Gender Based Analysis Plus (GBA+) in its Memoranda to Cabinet (MC) and Treasury Board Submissions. In 2018-19, the PBC is looking to strengthen GBA+ analysis further across its core responsibilities.

As a small department, the PBC does not have the dedicated resources or funding to experiment with new evidence-based approaches to achieving planned results.

For more information on the PBC's plans, priorities, and planned results, see the "Planned results" section of this report.



## **Planned results: what we want to achieve this year and beyond**

### **Core Responsibilities**

#### **Conditional Release Decisions**

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

#### **Planning highlights**

The PBC's Conditional Release core responsibility is grounded in the [Corrections and Conditional Release Act \(CCRA\)](#). In 2018-19, the PBC will continue to work closely with criminal justice partners (i.e. [Public Safety](#), [Correctional Service of Canada \(CSC\)](#), [Royal Canadian Mounted Police \(RCMP\)](#), the [Department of Justice](#), and other community partners) to support the comprehensive review of the criminal justice system, including potential amendments to the conditional release program. The PBC anticipates that some of the proposed changes could have significant impacts on its operations, and procedures and policies will be updated accordingly. In 2018-19, the PBC expects to complete approximately 15,400 conditional release reviews for federal and provincial/territorial offenders.

A major renewal of Board members is underway, and will continue in 2018. The PBC's internal processes are ready to support this change, and a robust training regime is in place, both at national office and in the regions. It is essential that all conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice. Quality training is the foundation for decision-making, and the PBC provides in-depth initial orientation and regular ongoing training to Board members. The PBC respects gender, ethnic, cultural and linguistic differences, and is responsive to the needs of women and Indigenous peoples, as well as the needs of other groups of offenders with special requirements.

The PBC supports the government's approach to openness, accountability and transparency, and it continues to work with the Privy Council Office (PCO) to help strengthen the Board member qualification process, ensuring that it is merit-based. The PBC ensures matters of professional conduct are addressed in a timely and appropriate manner. In addition, the PBC manages a performance evaluation program for Board members and staff.

The PBC has identified modernizing its operations and practices as one of its strategic objectives for 2018-19, as it recognizes that the effective use of technology is critical to program delivery. Next year, the PBC will continue to develop and enhance its mission-critical Integrated Decision System (IDS). The PBC will be releasing a new module for Decision Registry in addition to various enhancements and changes resulting from procedural, policy or legislative amendments. In the past few years, the PBC has worked diligently to create an electronic filing system (E-File). In 2018-19, the PBC will continue to maintain and streamline processes relating to this, including a

coordinated approach to the destruction of paper files in the regions. Since the introduction of videoconferencing for hearings, the percentage of reviews conducted by videoconferencing has increased from 33% in 2013-14 to 59% by mid-year 2017-18.

The PBC also continues to jointly oversee the Victims Module and Portal with the CSC. Additional enhancements are expected to occur with this system in 2018-19 to improve efficiencies and effectiveness for both PBC staff and victims who use the portal.

Building on a strong foundation of programs and services specifically designed to address the needs of Indigenous peoples in Canada, the PBC created an Indigenous Strategic Action Plan, to address and reduce gaps as directed in the Minister of Public Safety and Emergency Preparedness Mandate Letter, the Minister of Indigenous and Northern Affairs Mandate Letter, and articulated in the recommendations of the Truth and Reconciliation Commission. The strategy outlined three themes:

- Strengthening internal governance structures in the PBC to increase consideration of Indigenous initiatives at all levels of the organization;
- Increasing cultural competence in relation to Indigenous peoples for Board members and staff of the PBC; and
- Renewed focus on legislated mandates which directly address or indirectly compliment the identified needs of Indigenous peoples.

In 2018-19, the PBC plans to review the process of Elder-Assisted Hearings to ensure the PBC is responsive to the unique needs of Indigenous offenders, while facilitating hearings that maximize Board members' ability to gather and apply the information required for decision-making purposes.

#### Planned results

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2014-15 Actual results	2015-16 Actual results	2016-17 Actual results
Conditional release decisions contribute to keeping communities safe.	The percentage of offenders on parole who are not convicted of a violent offence during their supervision period.	≥98%	March 31, 2019	100%	100%	100%
	The percentage of offenders who completed their sentences on full parole and who are not re-admitted after release because of a violent conviction (five years post-warrant expiry).	≥98%	March 31, 2019	99%	98%	99%

Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice.	The percentage of decisions that are affirmed by the Appeal Division.	≥95%	March 31, 2019	88%	82%	75% <sup>1</sup>
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Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned Spending	2019-20 Planned Spending	2020-2021 Planned Spending
36,098,707	37,510,445	34,959,173	34,967,835

Human resource (full-time equivalents)

2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents	2020-2021 Planned full-time equivalents
320	320	320

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

<sup>1</sup> The decrease in affirmed decisions can be attributed in part due to two important court decisions in the last two years. Policy and training have since been amended and it is expected that the percentage of affirmed appeal decisions will increase in the coming years.

## Conditional Release Openness and Accountability

This core responsibility ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the [CCRA](#). This core responsibility works with victims of crime and the general public by providing information, including access to the PBC's registry of decisions, as well as providing assistance for observers at hearings. The core responsibility also works to encourage citizen engagement, investigates tragic incidents in the community, monitors the PBC's performance and reports on conditional release processes.

## Planning highlights

The PBC will continue to deliver on its legislated responsibilities to provide information to victims, facilitate victim attendance and presentations at hearings, administer access to offender information, audio recordings and the decision registry. The PBC ensures that victims' rights under the [Canadian Victims Bill of Rights \(CVBR\)](#); and the [CCRA](#) are respected, and it works continually to ensure that improvements are made in the information and assistance provided to victims.

The needs of Indigenous offenders must be a central consideration in the PBC's work. The PBC provides alternate models of parole hearings, specifically Elder-Assisted Hearings (EAHs) and Community-Assisted Hearings (CAHs), which are responsive to the unique cultural values and traditions of Indigenous peoples. In response to a steady decline in the number of Indigenous offenders requesting these types of hearings, an Indigenous in-reach strategy developed in 2016 successfully increased the use of EAHs. All regions have committed to continuing to provide a minimum of 20% of in-reach sessions at institutions and/or district parole offices to increase staff and offender awareness of conditional release options.

In 2018-19, the PBC will also continue to implement its Indigenous Outreach Strategy in collaboration with the Chairperson's Indigenous Circle and the Victim Services section, in order to bridge the gap between the PBC and Indigenous victims. Regions will also continue in-reach and out-reach opportunities with the goal of promoting further understanding of the PBC's mandate and services (including EAH and CAH). All regions have committed to meeting with a minimum of two agencies who work with Indigenous communities, to discuss best practices for relationship development and information sharing. As appropriate, information products may be translated into indigenous languages to further promote awareness and access to programs and services.

## Planned results

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2014-15 Actual results	2015-16 Actual results	2016-17 Actual results
The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public.	The percentage of individuals (i.e. general public and victims) that are satisfied with the quality of the service and timeliness of the information provided.	≥80%	PBC questionnaire conducted in 2016-17. The next questionnaire is planned for 2022-23.	N/A	N/A	92% <sup>2</sup>
	The percentage of those who access PBC's internet site that finds the information useful. <sup>3</sup>	≥80%	March 31, 2019	N/A	N/A	N/A
	The percentage of requests for information through the Decision Registry that are responded to in a timely manner. <sup>4</sup>	≥80%	March 31, 2019	96%	94%	91%

## Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned Spending	2019-20 Planned Spending	2020-21 Planned Spending
4,665,371	4,054,764	4,666,637	4,666,637

## Human resource (full-time equivalents)

2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents
42	42	42

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

<sup>2</sup> The 2016-17 Departmental Results Report showed an actual result of 89% for 2016-17; this was based on the previous survey from 2009. The result reported here is from the survey conducted in 2016-17.

<sup>3</sup> New indicator and target being reported on for the first time in 2017-18, no result available at this time.

<sup>4</sup> New indicator and target being reported on for the first time in 2017-18.

## Record Suspension Decisions/Clemency Recommendations

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 specified waiting period, have shown themselves to be responsible law-abiding citizens. Record suspensions can be revoked or cease to have effect if an individual is convicted of a new indictable offence, or in some cases a summary offence, found to no longer be of good conduct, found to have made a false or misleading statement or hidden information. Through this core responsibility the PBC screens applications for completeness and the eligibility of each applicant, collects information for decision-making and develops policy to guide decision processes. This core responsibility is also responsible for assessing requests and providing recommendations under the [Royal Prerogative of Mercy \(RPM\)](#) (i.e. clemency) and providing advice to the Minister on the merits of each case. Clemency is granted in exceptional circumstances in deserving cases involving federal offences, where no other remedy exists in law to reduce severe negative effects of criminal sanctions.

## Planning highlights

With the objective of record suspension decisions adhering to the law, the PBC's policies and the principles of fundamental justice, the PBC will continue to effectively administer this core responsibility, by processing and assessing all applications within the established service standards. The PBC will also continue to work with criminal justice partners during the assessment of record suspension/pardon applications and to facilitate processes. In 2018-19, the PBC will work on increasing the accessibility for Indigenous people in the criminal justice system, by working in collaboration with federal government partners in order to promote and educate Indigenous people about record suspensions/pardons. It is estimated that in 2018-19, the PBC will receive approximately 15,000 record suspension/pardon applications and accept 11,400 for processing.

As a result of court decisions, since April 2017 (British Columbia) and June 2017 (Ontario), applicants in those provinces may be considered for a pardon or record suspension, depending on the specifics of the case. The PBC successfully implemented the new operational reality and transitioned files as required to ensure that all applications received were and continue to be treated under the appropriate legislative requirements, all while maintaining service standards. This dual operational reality continues to impose additional workload pressures and challenges on the PBC.

The Government of Canada was given a mandate to conduct a review of the changes in the criminal justice system and sentencing reforms over the past decade. This mandate involves ensuring increased safety of communities, getting value for money, addressing gaps and ensuring that current provisions are aligned with the objectives of the criminal justice system. To that end, the Minister of Public Safety and Emergency Preparedness is leading a legislative review of the record suspension/pardon program. The PBC is participating in this review, and anticipates changes to the [Criminal Records Act \(CRA\)](#). It is program ready to implement and operationalize legislative amendments, as required.

It is estimated that the PBC will receive approximately 40 requests for clemency during 2018-19.

## Planned results

Departmental Results	Departmental Results Indicator	Target	Date to Achieve Target	2014-15 Actual results	2015-16 Actual results	2016-17 Actual results
Record suspension decisions contribute to keeping communities safer.	The percentage of record suspension decisions that are not revoked or cease to have effect.	≥95%	March 31, 2019	95%	95%	95%
Record suspension decisions adhere to the law, the PBC's policies, and the principles of fundamental justice.	The percentage of record suspension decisions that require a change as a result of litigation. <sup>5</sup>	≤5%	March 31, 2019	N/A	N/A	0% <sup>6</sup>
Clemency recommendations are made as part of a fair and equitable process.	The percentage of clemency files submitted for Minister's office review that are considered complete. <sup>7</sup>	≥95%	March 31, 2019	N/A	N/A	100%

## Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned Spending	2019-20 Planned Spending	2020-21 Planned Spending
6,132,538	5,377,717	6,132,538	6,132,538
(5,644,800)	(5,358,000)	(5,644,800)	(5,644,800)
487,738	19,717	487,738	487,738

## Human resource (full-time equivalents)

2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents
60	60	60

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

<sup>5</sup> New indicator and target being reported on for the first time in 2017-18.

<sup>6</sup> In 2016-17, there were 4 cases out of 12,168 that required a change due to litigation.

<sup>7</sup> New indicator and target being reported on for the first time in 2017-18.

## Internal Services

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

## Planning highlights

A people management regime that fosters a healthy and productive workplace is one of the PBC's corporate priorities for 2018-19. The PBC aims to be an employer of choice, and continues to implement policies and procedures to achieve this. In 2018-19, the PBC will continue to implement policies that support the PBC's mental health and wellness initiative, such as a revised telework policy. In 2018-19, the PBC will implement a new financial system, and will complete a review and update of the related policies and procedures.

Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned Spending	2019-20 Planned Spending	2020-21 Planned Spending
6,884,494	7,675,074	6,885,022	6,885,022

Human resources (full-time equivalents)

2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents
56	56	56

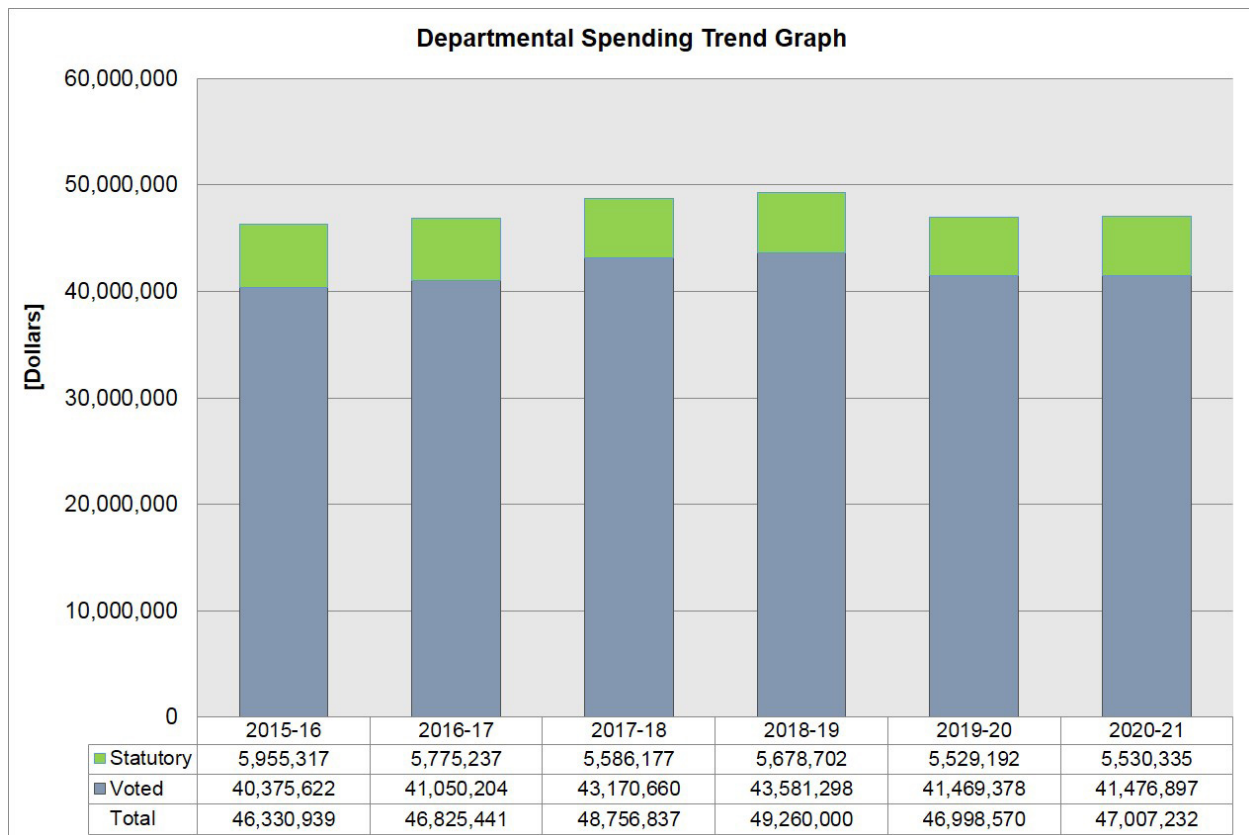


## Spending and human resources

### Planned spending

For 2018-19, the PBC plans to spend \$49.2 million in parliamentary authorities to meet the expected results of its core responsibilities.

The figure below illustrates the PBC's spending trend from 2015-16 to 2020-21.



The spending amounts presented in the chart for 2015-16 and 2016-17 are actual results presented in the Public Accounts of Canada.

For 2017-18, the PBC has forecasted spending of \$48.8 million, which is lower than its total authorities of \$49.9 million. The PBC's spending increased in 2017-18 compared to prior years and is attributed to the payment of retroactive amounts owing under signed collective agreements.

The projected spending for 2018-19 is \$49.2 million, which includes:

- funding to be received through the Main Estimates of \$48.1 million; and
- anticipated carry-forward of lapsed funds from 2017-18 of \$1.1 million.

Projected spending for 2019-20 and 2020-21 is \$47.0 million, which is the anticipated funding to be received through the Main Estimates.

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

Core Responsibilities and Internal Services	2015-16 Expenditures	2016-17 Expenditures	2017-18 Forecast spending	2018-19 Main Estimates	2018-19 Planned spending	2019-20 Planned spending	2020-21 Planned spending
Conditional Release Decisions	35,007,980	35,113,334	36,881,584	36,098,707	37,510,445	34,959,173	34,967,835
Conditional Release Openness and Accountability	3,854,157	3,912,382	4,080,843	4,665,371	4,054,764	4,666,637	4,666,637
Record Suspension Decisions/Clemency Recommendations	364,363	1,256,305	77,401	487,738	19,717	487,738	487,738
<b>Subtotal</b>	39,226,500	40,282,021	41,039,828	41,251,816	41,584,926	40,113,548	40,122,210
Internal Services	7,104,439	6,543,420	7,717,009	6,884,494	7,675,074	6,885,022	6,885,022
<b>Total</b>	46,330,939	46,825,441	48,756,837	48,136,310	49,260,000	46,998,570	47,007,232

The PBC's expenditures in 2015-16 and 2016-17 remained consistent. The increase in forecasted spending for 2017-18 is attributed to the payment of retroactive amounts owing under signed collective agreements. The increase was significant as payments covered the three prior periods.

## 2018–19 Budgetary planned gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Planned gross spending	2018–19 Planned revenues netted against expenditures	2018–19 Planned net spending
Conditional Release Decisions	37,510,445	-	37,510,445
Conditional Release Openness and Accountability	4,054,764	-	4,054,764
Record Suspension Decisions/Clemency Recommendations	5,377,717	(5,358,000)	19,717
<b>Subtotal</b>	46,942,926	(5,358,000)	41,584,926
Internal Services	7,675,074	-	7,675,074
<b>Total</b>	54,618,000	(5,358,000)	49,260,000

The PBC's gross spending differs significantly from net spending for Record Suspension Decisions/Clemency Recommendations. The activities of this core responsibility are materially funded through revenues collected for record suspensions. The volume of applications received in 2017-18 and forecasted to be received in 2018-19 has increased over previous years. This variance is likely attributed to legislative changes dating back to 2012 which imposed an additional five year waiting period for the eligibility criteria for certain applicants. The waiting period has now expired and affected applicants are now eligible to apply.

Record suspension revenues are also impacted by the user fee. The current fee of \$631 has been in place since February 2012. Government initiatives which may increase or decrease the established user fee impact the revenues collected for this core responsibility.

## Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015-16 Actual	2016-17 Actual	2017-18 Forecast	2018-19 Planned	2019-20 Planned	2020-21 Planned
Conditional Release Decisions	322	321	320	320	320	320
Conditional Release Openness and Accountability	42	44	42	42	42	42
Record Suspension Decisions/Clemency Recommendations	52	59	60	60	60	60
<b>Subtotal</b>	416	424	422	422	422	422
Internal Services	59	56	56	56	56	56
<b>Total</b>	475	480	478	478	478	478

## Estimates by Vote

For information on the PBC's organizational appropriations, consult the [2018-19 Main Estimates](#).

## Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the PBC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may 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 [PBC's website](#).

Future-Oriented Condensed Statement of Operations for the Year Ended March 31, 2019 (dollars)

Financial information	2017-18 Forecast Results	2018-19 Planned Results	Difference (2018-19 Planned Results minus 2017-18 Forecast Results)
Total expenses	65,622,824	65,556,487	(66,337)
Total revenues	5,358,000	5,358,000	0
Net cost of operations before government funding and transfers	60,264,824	60,198,487	(66,337)

The PBC's forecasted results have changed from the forecasted results presented in the 2017-18 Departmental Plan. PBC's forecasted expenses for 2017-18 are now significantly higher than the amount of \$58.4 million which was published in the 2017-18 Departmental Plan. The difference is primarily explained by two factors. First, the department implemented an accounting change for the March 31, 2017 year-end. The PBC now recognizes an annual expense of approximately \$3.4 million for services provided without charge by CSC for information technology services provided to PBC. Second, the PBC's estimate of available funding in 2017-18 was significantly underestimated because carry-forward funding from 2016-17 funding was higher than anticipated.

PBC's forecasted revenues for 2017-18 are now higher than the amount of \$4.2 million which was published in the 2017-18 Departmental Plan. The increase in revenues is attributed to an increase in the volume of record suspension applications received in the year. This variance is likely attributed to legislative changes dating back to 2012 which imposed an additional five year waiting period for the eligibility criteria for certain applicants. The waiting period has now expired and affected applicants are now eligible to apply.



## Supplementary information

### Corporate information

#### Organizational Profile

**Appropriate Minister:** The Honourable Ralph Goodale, P.C., M.P.

**Institutional Head:** Jennifer Oades, Chairperson.

**Ministerial Portfolio:** Minister of Public Safety and Emergency Preparedness.

**Enabling Instruments:** The legal authority under which the PBC operates includes the [CCRA](#) and its Regulations, the [CRA](#) and its Regulations, the Letters Patent, the [Criminal Code](#), the [Canadian Charter of Rights and Freedoms](#), and other legislation.

**Year of Incorporation/Commencement:** 1959.

**Other:** The PBC constantly strives to contribute to the Government of Canada's outcome of a safe and secure Canada. The PBC contributes to this outcome by making quality conditional release and record suspension decisions and clemency recommendations.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of [Public Safety and Emergency Preparedness](#). 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 PBC's decision-making process.

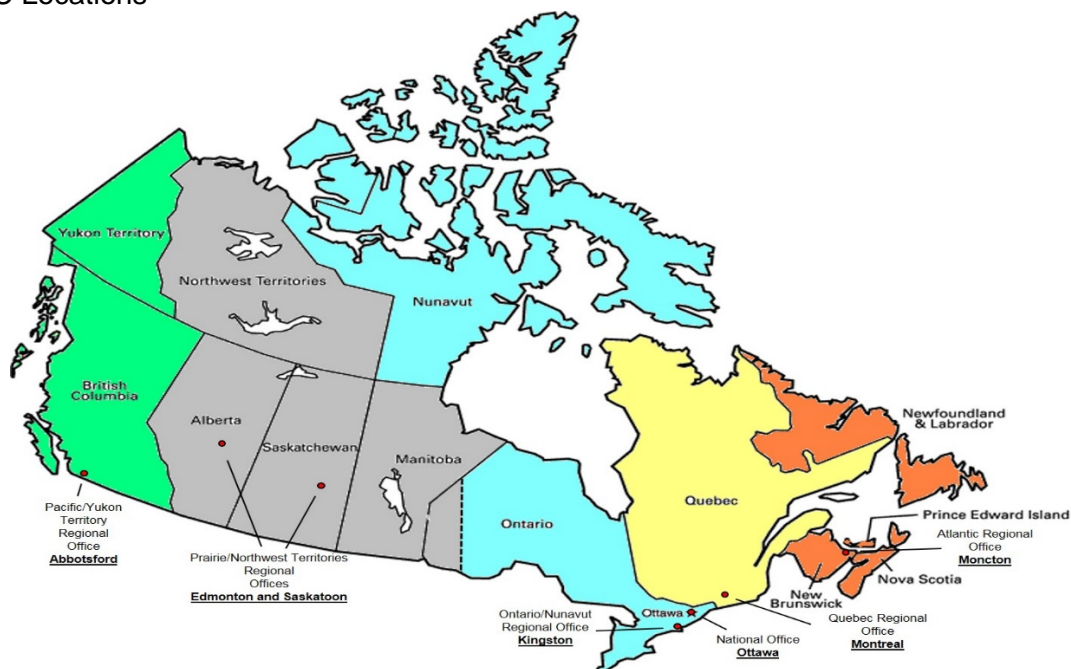
In making conditional release and record suspension decisions, as well as clemency recommendations, the PBC's primary objective is the protection of society. In rendering its decisions, the PBC is autonomous and independent. However, its decisions are open and transparent to the public consistent with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

The protection of society is the paramount consideration for all decisions taken by the PBC. Conditional release decisions are limited to only what is necessary and proportionate to facilitate, as appropriate, the timely reintegration of offenders as law-abiding citizens. In addition, a record suspension allows people who were convicted of a criminal offence, but have completed their sentence and demonstrated they are law-abiding citizens for a prescribed number of years, to have their criminal record kept separate and apart from other criminal records.

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

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

#### PBC Locations



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

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

Public service employees at the national office develop national policies and procedures related to all core responsibilities, help coordinate Board member selection and training, deliver a program of public information, and respond to Access to Information and Privacy (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:



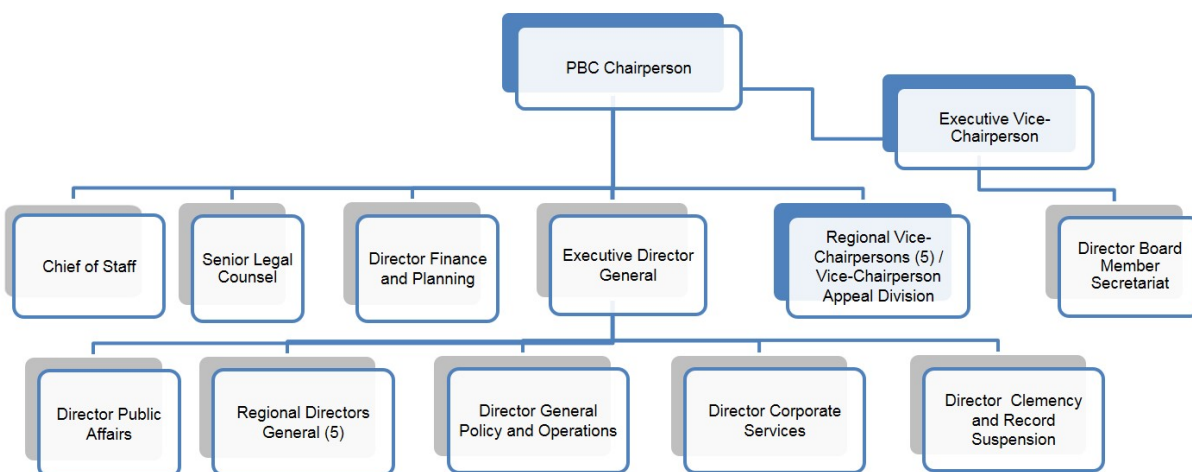
- reviewing all information for consideration in conditional release, record suspension and clemency cases;
- conducting an in-depth analysis of each case, and requesting additional information, as necessary, to support quality decision-making;
- assessing the risk and other factors related to cases,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

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

The Executive Director General (EDG) of the PBC is its senior staff member. The EDG, 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.

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



## **Raison d'être, mandate, and role**

"Raison d'être, mandate and role: who we are and what we do" is available on the [Parole Board of Canada's website](#).

For more information on the department's organizational mandate letter commitments, see the Minister's [mandate letter](#).

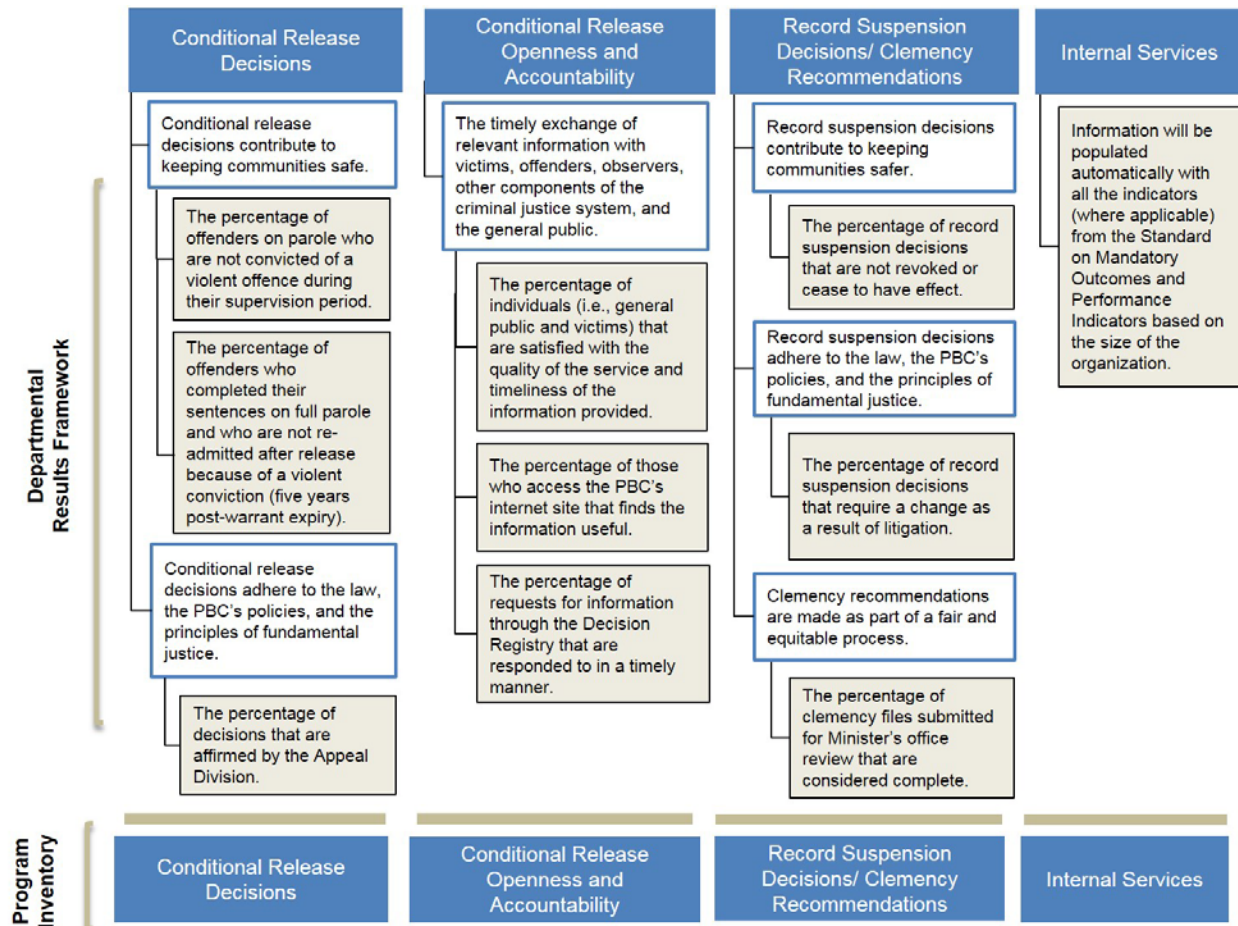
## **Operating context and key risks**

Information on [operating context](#) and [key risks](#) is available on the Parole Board of Canada's website.

## Reporting Framework

The PBC's Departmental Results Framework (DRF) and Program Inventory of record for 2018-19 are shown below:

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



## Supporting Information on the Program Inventory

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

## Supplementary information tables

The following supplementary information tables are available on the PBC's website:

- consideration of the Gender-based Analysis Plus (GBA+) process.

## Federal Tax Expenditures

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

## Organizational Contact Information

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K1A 0R1

E-mail: [info@PBC-CLCC.gc.ca](mailto:info@PBC-CLCC.gc.ca)

## Appendix - definitions

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

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

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

### **Departmental Result Indicator (indicateur de résultat ministériel)**

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

### **Departmental Results Framework (cadre ministériel des résultats)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

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

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

### **experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **full-time equivalent (équivalent temps plein)**

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

**gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

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

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

**planned spending (dépenses prévues)**

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

**plan (plan)**

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

**priority (priorité)**

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

**Program (programme)**

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

**Program Alignment Architecture (architecture d'alignement des programmes)<sup>8</sup>**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**Strategic Outcome (résultat stratégique)**

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

**sunset program (programme temporisé)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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

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<sup>8</sup> Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.