

Correctional Service of Canada

2019–20

Departmental Plan

Minister of Public Safety and Emergency Preparedness

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Table of contents

Minister's message	1
Plans at a glance and operating context	3
Planned results: what we want to achieve this year and beyond	7
Core Responsibilities	7
Core Responsibility 1: Care and Custody	7
Description	7
Planning highlights	7
Core Responsibility 2: Correctional Interventions	11
Description	11
Planning highlights	11
Core Responsibility 3: Community Supervision	17
Description	17
Planning highlights	17
Internal Services.....	20
Description	20
Planning highlights	20
Spending and human resources	25
Planned spending	25
Planned human resources.....	27
Estimates by vote	28
Consolidated Future-Oriented Condensed Statement of Operations.....	28
Additional information	31
Corporate information	31
Organizational profile	31
Raison d'être, mandate and role: who we are and what we do.....	31
Reporting framework.....	32
Supporting information on the Program Inventory	33
Supplementary information tables	33
Federal tax expenditures	33
Organizational contact information	33
Appendix: definitions.....	35

Endnotes 39

Minister's message

As Canada's Minister of Public Safety and Emergency Preparedness, it is my pleasure to present to Parliament the Departmental Plan (DP) for 2019–20 as prepared by the Correctional Service of Canada (CSC).

The DP explains to Parliament and Canadians what we are planning for the next three years and the results we are hoping to achieve, as we deliver on our departmental mandate commitments and continue supporting CSC's corporate priorities.

I am encouraged to see the progress CSC has begun to make in response to the mandate letter I provided to the Commissioner this past September. As we work together to transform federal corrections, we will continue to seek out new approaches and innovative ideas to longstanding challenges. This important work will help ensure that Canada's federal correctional system is progressive and responsive to the needs of a diverse offender population, while also maintaining CSC's institutions as safe and secure environments for offender rehabilitation, staff safety, and the protection of Canadians.

I am likewise encouraged by the progress of Bill C-83 through Parliament, strengthened thus far by amendments proposed by parliamentarians in response to witness testimony, as part of a robust and productive examination by the House of Commons' Standing Committee on Public Safety and National Security. Supported by major investments announced in the 2018 Fall Economic Statement, Bill C-83 eliminates administrative segregation, introduces a new correctional model, and establishes Structured Intervention Units. This will promote both institutional and public safety by ensuring that inmates who need to be separated from the mainstream offender population receive the mental healthcare and rehabilitative interventions they require.

Looking forward, we will continue to address the critical concern of the overrepresentation of Indigenous Peoples in Canada's criminal justice system. CSC has implemented Aboriginal Intervention Centres (AICs) as a core strategy to improve reintegration results for Indigenous offenders. These centres are intended for Indigenous Peoples, particularly those with shorter sentences. During the coming year, we will monitor the impact of AICs on offender participation in rehabilitative programs, release planning, and access to parole.

We are also doing more to address the mental health needs of the most vulnerable inmates. In 2019–20, CSC will continue to implement intermediate mental health units at specific institutions in all regions. We will continue to improve our capacity in this area through the \$150 million funding investment announced in the 2018 Fall Economic Statement, for enhancing mental health services including early diagnosis, improved mental health care, and creating a patient advocacy system for inmates.



Finally, CSC remains committed to ensuring its workplaces are safe, respectful and supportive environments for all employees, and that they are free from bullying, discrimination, harassment and violence. Through the Respectful Workplace Campaign, CSC will continue to promote programs, services, and recourse mechanisms for employees.

I look forward to continuing our work to [deliver real change](#)ⁱ for Canadians and ensure our federal correctional system remains progressive, accountable, and focused on protecting Canadian communities through effective rehabilitation and safe reintegration.

Sincerely,

The Honourable Ralph Goodale, P.C., M.P.

Minister of Public Safety and Emergency Preparedness

Plans at a glance and operating context

During fiscal year 2019–20, the Correctional Service of Canada (CSC) will support the Minister of Public Safety and Emergency Preparedness as he delivers on key components of his mandate. Aligned with CSC’s corporate priorities, and supporting both the Minister’s and the Commissioner’s mandates, this plan focuses on four key areas: population management, Indigenous offenders, mental health, and staff wellbeing.

CSC administers court-imposed sentences of adult offenders sentenced to two years or more. The department is geographically dispersed across the country and is responsible for managing 43 institutions, 14 community correctional centres, and 92 parole and sub-parole offices.

As per the Corrections and Conditional Release Act, CSC is responsible for:

- a) The care and custody of inmates
- b) The provision of programs that contribute to the rehabilitation of offenders and to their successful reintegration into the community
- c) The preparation of inmates for release
- d) Parole, statutory release supervision and long-term supervision of offenders
- e) Maintaining a program of public education about the operations of the Service

On a typical day in 2017–18, CSC managed 23,060 offenders (14,015 incarcerated and 9,045 supervised in the community), many of whom have extensive histories of violence and violent crimes, previous youth and adult convictions, and affiliations with security threat groups. As well, the offender population has a high rate of mental health disorders, addictions, and infections including Hepatitis C Virus (HCV) and Human Immunodeficiency Virus (HIV). This population also contains an increased number of women offenders, a disproportionate representation of Indigenous offenders (compared to their representation in the Canadian population), a growing number of offenders who identify as members of an ethnic minority, as well as an aging population. To safely manage and reintegrate

CSC’s Corporate Priorities

- Safe management of eligible offenders during their transition from the institution to the community, and while on supervision
- Safety and security of the public, victims, staff and offenders in institutions and in the community
- Effective, culturally appropriate interventions and reintegration support for First Nations, Métis and Inuit offenders
- Effective and timely interventions in addressing mental health needs of offenders
- Efficient and effective management practices that reflect values-based leadership in a changing environment
- Productive relationships with diverse partners, stakeholders, victims’ groups, and others involved in support of public safety

this population into the community as law-abiding citizens, CSC offers programs, health services, spiritual services, and education opportunities, while operating with a great degree of adaptability, flexibility, rigour, gender responsiveness and cultural competency.

Population Management

In order to meet the needs of all offenders, including the particular needs of women offenders, Indigenous Peoples and others, CSC develops, implements, monitors, and reviews correctional policies, programs, practices and interventions to ensure they respect gender, ethnicity, cultural and linguistic differences.

Offenders belonging to ethnocultural minority groups often have specific needs based on their origin, language, culture, and/or belief system. CSC works to address these needs while respecting cultural identity and practices. There are interventions and services in place to help ethnocultural offenders adjust to their sentences, guide them through the system, and successfully reintegrate into the community. Many of these social and cultural tools were developed with partners such as the various Ethnocultural Advisory Committees.

Indigenous Offenders

Despite efforts, Indigenous Peoples continue to be overrepresented within the federal correctional system, and the need to effectively address this issue is specifically noted in the mandate letters of both the Minister and the Commissioner. Providing effective and culturally appropriate correctional and reintegration support for Indigenous offenders has been a CSC corporate priority for more than a decade.

In that regard, progress can be seen in recent years in the gradual increase in the percentage of Indigenous offenders who successfully reach their sentence expiry date (SED) and the corresponding drop in the rate of serious community convictions for Indigenous offenders over the past five years. There is also a downward trend in the percentage of Indigenous offenders who return to federal custody within five years of sentence expiry.

CSC has plans to increase its capacity to provide a responsive environment for Indigenous offenders by expanding the existing culturally appropriate correctional environment within its facilities. CSC will work to enhance partnerships with Indigenous communities to facilitate and support the conditional release of Indigenous offenders and to strengthen those interventions, correctional policies, programs, and operations designed to support them.

Mental Health

CSC's offender population is characterized by a high rate of mental health needs and substance misuse.

In 2017–18, CSC began implementation of additional intermediate mental health units to meet the needs of inmates identified as presenting moderate impairment or significant mental health symptoms, who require more than what can be offered through primary care but do not require 24-hour care. CSC plans to proceed with the implementation of the intermediate mental health care units at select sites across all regions this fiscal year.

Introduced in October 2018, Bill C-83 proposes a proactive and transformative approach that will eliminate administrative segregation, enhance mental health services for all inmates and strengthen clinical independence and patient advocacy for inmates. CSC has developed action plans to comply with the Bill, should it come into force.

Staff Wellbeing

CSC is committed to ensuring the workplace is a safe, respectful and supportive environment for all employees, which is free from bullying, discrimination, harassment and violence. In February 2018, CSC launched its Respectful Workplace Campaign in response to allegations of staff misconduct. CSC will maintain ongoing efforts to promote programs, services, and make available recourse mechanisms to employees regarding harassment, bullying, discrimination, and/or conflict in the workplace.

Recognizing that the nature of correctional work creates higher than average workplace stress, particularly for front-line workers, CSC established a Special Steering Committee for Workplace Mental Health Injuries that functions in partnership with the unions to support employees who may develop mental health injuries at work, as well as their families. CSC also provides mental resiliency training to help reduce the stigma of mental illnesses and increase awareness of mental health. Following the full implementation of the Road to Mental Readiness Training in 2018–19, CSC will introduce Advanced Mental Strength training for staff over a three-year period beginning in 2019–20.

For more information on CSC’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

Core Responsibility 1: Care and Custody

Description

CSC provides for the safety, security and humane care of inmates, including day-to-day needs of inmates such as food, clothing, accommodation, mental health services, and physical health care. It also includes security measures within institutions such as drug interdiction, and appropriate control practices to prevent incidents.

Planning highlights

To heighten safety and security in institutions thereby protecting visitors, staff and offenders, CSC will continue to implement its population management approach, taking into account the full diversity of the offender population. CSC will also put into place relevant action plans stemming from findings related to audits, investigation reports, coroners' inquiries and evaluations, to address Corporate Risk #1.

Corporate Risk #1

There is a risk that CSC will not be able to maintain required levels of operational safety and security in institutions and in the community.

Should Bill C-83 come into force, CSC will implement Structured Intervention Units (SIUs) to provide protected accommodation for inmates who cannot be safely managed in the mainstream inmate population. The design will provide inmates in SIUs with access to structured interventions and programming to address their specific needs in a safe and secure environment, with the objective of being able to return successfully to the mainstream inmate population in preparation for release. It is expected that SIUs will improve correctional outcomes and will help reduce the rate of violent incidents in institutions.

CSC will continue to examine technology to enhance the safety of community staff members and the public, as well as maintain ongoing efforts to test and adapt emerging security-related technologies to the evolving correctional environment, including the command and control systems, thermal cameras, and interception capability for air intrusion.

To eliminate the entry of prohibited materials and the trafficking and supply of drugs in institutions, and to locate and confiscate contraband, CSC will review and improve operational policies, procedures, approaches and current technology. In support of this important work, CSC will reinforce and formalize key public safety partnerships at the national, regional and local levels.

To support health service delivery that conforms to professionally accepted standards as required by the Corrections and Conditional Release Act (CCRA), CSC will monitor and continue implementing measures that maintain CSC’s health services accreditation status as per the Accreditation Canada Qmentum Program.

CSC will maintain its Essential Health Services Framework, chronic disease management strategy and mental health strategy. CSC will enhance prevention, early diagnosis, and treatment of acute and chronic medical and mental health conditions, including substance misuse disorder. CSC will also continue progress toward infectious-disease prevention, particularly HIV and HCV, using screening, diagnostics, treatment, health education and harm reduction measures.

CSC will provide targeted assessment and intervention for the mental health needs of offenders at all security levels, who may be at risk of engaging in self-injury and/or suicidal behaviour and will improve institutional staff training rates for the Suicide & Self-Injury Intervention training program. CSC will also support a continuum of health care for offenders during their transition from CSC’s health services to provincial/territorial health coverage.

To support offender wellbeing, CSC provides nutrition that is sufficient in quality and quantity and is in accordance with the [Canada Food Guide](#).ⁱⁱ The food service meets the needs of offenders requiring specific diets for their faith or for therapeutic reasons.

CSC will work in accordance with its Sustainable Development Strategy and has plans to carry out additional environmental initiatives in support of its Environmental Protection Program, such as the reduction of greenhouse gas (GHG) emissions, and the reduction of waste and water consumption to help preserve the quality of natural ecosystems.

CSC will strengthen the management of facilities through improved governance, processes and information systems. CSC will sustain ongoing implementation of its 2015–20 Accommodation Plan and will maintain and improve the condition of its physical infrastructure in accordance with the 2015–20 Investment Plan.

Planned results

Departmental Results	Departmental Result Indicators	Target ¹	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Institutions are safe and secure	Rate of non-natural and undetermined offender deaths in	0.95 – 1.26	2020-03-31	1.56	0.71	1.14

¹ Targets are established through the statistical analysis of historical data and a review of factors within the operational context. The methodology ensures that what is anticipated as a performance range (target) is objective and reflective of changes within the operational context.

	custody per 1,000 offenders (Objective: Zero) ²					
	Rate of escapes per 1,000 offenders (Objective: Zero)	1.03 – 1.18	2020-03-31	1.22	0.57	1.06
	Rate of serious security incidents per 1,000 offenders in federal custody	5.74 – 6.97	2020-03-31	8.02	6.22	6.81
Inmates are managed in a humane manner	Maintain Health Services Accreditation	Maintain Accreditation	2020-03-31	Accredited	Accredited	Accredited
	Of the inmates identified as having a significant health need, the percentage who received mental health treatment*	90%	2020-03-31	N/A	N/A	95.8%
	Percentage of newly admitted offenders receiving health assessments at intake	95% – 100%	2020-03-31	98.5%	98.7%	95.7%
	Rate of upheld inmate grievances per 1,000 offenders in	70.7 – 94.7	2020-03-31	95.0	75.9	74.7

² When dealing with deaths in custody, escapes, or drugs in institutions, CSC's objective is zero. It is necessary, however, to put that objective in the context of reality, therefore, CSC's results will be compared to the anticipated range, as this range fully considers the reality of CSC's past and current operational context.

	federal custody					
	Median days in administrative segregation	13.0 – 13.9	2020-03-31	12	11	11

* All offenders identified as having a significant mental health need are meant to receive mental health treatment, however offenders must consent and have the right to refuse treatment. The 90% target may also account for those offenders for which a need was identified at the end of the reporting period and for which there was insufficient time to provide treatment. In the latter cases, this would be reported on in the following year.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
1,571,624,384	1,571,624,384	1,567,823,805	1,566,711,961

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
10,458	10,458	10,458

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

Core Responsibility 2: Correctional Interventions

Description

CSC conducts assessment activities and program interventions to support federal offenders' rehabilitation and facilitate their reintegration into the community as law-abiding citizens. CSC also engages Canadian citizens as partners in its correctional mandate, and provides outreach to victims of crime.

Planning highlights

CSC delivers a range of correctional interventions that support successful offender reintegration into the community by encouraging them to be accountable for their actions and to participate fully in their rehabilitation. CSC will provide ongoing training and support to staff who deliver correctional interventions to offenders, and strengthen case management to augment assessment and intervention activities.

One of CSC's key priorities, in support of the Minister's mandate, is to provide Indigenous offenders with access to effective, culturally-appropriate interventions and services developed in collaboration with Indigenous partners to prepare them for successful and timely conditional release. CSC works with Indigenous partners to increase the number of community-run healing lodges established under Section 81 of the CCRA and the number of community-supported releases under Section 84. CSC is also currently reviewing proposals from several Indigenous communities who have expressed interest in entering into a Section 81 Agreement to establish a healing lodge facility for the care and custody of Indigenous offenders.

In 2018–19, CSC monitored the implementation of Aboriginal Intervention Centres (AICs) for Indigenous offenders. The AIC model begins at intake, where Indigenous offenders committed to a healing path are placed at centralized reception sites to have earlier access to programming during the intake process. AICs have specialized case management teams who understand the needs and cultural interventions for Indigenous offenders and are trained in Aboriginal Social History (ASH), which is considered in all decisions that pertain to Indigenous offenders. On an ongoing basis, CSC will monitor the impact of AICs through the collection of data on admissions, participation in various interventions including correctional, employment and education programs, Section 81 transfers, Section 84 release planning, as well as access to parole at an offender's first eligibility date.

In addition, CSC contracts organizations or groups to provide reintegration support to Indigenous offenders upon release to urban centers, as well as remote and rural areas. There are many Indigenous organizations that have the expertise to address the trauma that Indigenous people have experienced as a result of their social history in a culturally responsive and appropriate manner. Providing services to address related needs, both in the institution and as part of a transition to the community, significantly contributes to an offender's success upon reintegration. In addition, funding for release specifically to remote and rural areas provides more Indigenous

offenders the opportunity to prepare a section 84 release plan to their home communities, where family support, as well as culturally responsive community support is available.

In consultation with Indigenous partners, CSC will re-examine its governance structure and the role of the National Aboriginal Advisory Committee in order to ensure greater integration of Indigenous needs and perspectives into CSC decisions at the senior level.

CSC will strengthen Elder participation in the provision of correctional interventions to Indigenous offenders including those at the Intake Assessment Units, and will increase the use of Elder assessments/reviews as one of the key considerations in the transfer and/or discretionary release of Indigenous offenders.

Corporate Risk #2

There is a risk that CSC will not be able to respond to the complex and diverse profile of the offender population.

In the interest of effective rehabilitation, CSC continuously reviews its services, interventions, assessment tools and correctional approaches, to ensure they are tailored to address the full diversity of CSC's population and to mitigate Corporate Risk #2. CSC offers a wide range of interventions to

offenders, including programs and services that respond to their cultural, educational, employment, social, spiritual, mental health, and criminogenic needs.

To help reduce recidivism, CSC develops and implements initiatives that improve how it delivers correctional programs, targeting offenders' criminogenic needs at intensity levels that match their risk levels.

CSC provides offenders with education programs to help them develop literacy, academic, and personal development skills enhancing employability and improving their overall capacity to successfully reintegrate into the community. During 2019–20, CSC will prioritize completion of secondary education and make post-secondary education more available through partnerships with universities via the Walls to Bridges project. This provides potential to connect community partners with offenders preparing for release with education and employment opportunities. These efforts will involve exploring options in distance learning and the supervised use of information technology, including the support of other correctional interventions.

CSC promotes the development of these relationships by safely minimizing barriers to visits and communication, and by exploring options for supervised use of e-mail. Providing ways for offenders to maintain contact with the outside world enables offenders' friends and family to assist in their effective preparation for release.

CSC provides social programs and activities that prepare offenders for reintegration into the community. They provide offenders with basic life skills, encourage them to adopt pro-social lifestyles, and contribute to meaningful use of time.

As part of correctional interventions utilized to contribute to offender rehabilitation, CORCAN’s Employment and Employability Program provides offenders with skills training related to employment and employability to develop technical and soft skills that are transferable to community employment. This is achieved through on-the-job training, apprenticeship hours and vocational certifications to improve their chances of sustainable employment as part of their safe and successful release into the community. These training programs are endorsed by various provincial/territorial authority partnerships that assist offenders to obtain and maintain employment in the community. In 2019–20, CSC will review the employment and employability interventions provided to women offenders to ensure the breadth of interventions and services provided are responsive to their needs.

CSC has commenced reopening the penitentiary farms at Joyceville and Collins Bay institutions in Kingston, Ontario. This initiative will support offenders in their reintegration by building meaningful employment and employability skills that are measurable, transferrable, and applicable in Canadian communities. As the farm programs develop, they will be used to inform future opportunities for other employment and employability options. This, in turn, will create opportunities for CSC to address the needs of offenders and support their reintegration into the community.

CSC provides access for offenders to spiritual services through engagement with contractors, faith communities, volunteers and other community partners to support successful reintegration. The Strategic Plan for Chaplaincy will continue to provide institutional services based on the standards set forth by the Interfaith Committee on Chaplaincy (IFC) and will strengthen the re-focused faith-based community reintegration projects to ensure that offenders have access to religious and spiritual services throughout the sentence continuum.

CSC fulfills its legal obligation to disclose certain information to victims. It meets the requirements of the Canadian Victims Bill of Rights, including raising awareness and sharing information about restorative justice and CSC’s victim-offender mediation services by providing client-centred mediation services through CSC’s Restorative Opportunities program. CSC engages victims of crime within the correctional process and includes their concerns in its decision-making processes.

To address Corporate Risk #5, CSC will advance its Integrated Engagement Strategy to promote, develop and strengthen diverse partnerships and stakeholder relationships at local, regional and national levels to share information and provide support for offenders, thereby contributing to the safe reintegration of offenders into Canadian communities and positive public safety results. CSC continues to explore the use of communications technologies to enhance engagement with partners and

Corporate Risk #5

There is a risk that CSC will lose support of partners delivering critical services and providing resources for offenders.

stakeholders, including volunteers, advisory groups, victims, and faith and non-faith community organizations.

Planned results

Departmental Results	Departmental Result Indicators	Target ³	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Offenders are prepared for their release from CSC's jurisdiction as law-abiding citizens	Percentage of successful transitions to lower security (successful if no reclassification to higher security within 120 days)	94.7% – 96.2%	2020-03-31	95.1%	96.2%	95.1%
	Median percentage of sentence served prior to first release, for offenders with moderate or high reintegration potential	50.2% – 52.9%	2020-03-31	54.5%	46.5%	44.1%
	Of the offenders with an identified need for a nationally recognized correctional program, the percentage who complete prior to first release	84.1% – 87.5%	2020-03-31	87.8%	83.1%	82.4%
	Of the offenders with an identified need for an upgrade to their	54.0% – 64.8%	2020-03-31	67.3%	65.5%	66.2%

³ Targets are established through the statistical analysis of historical data and a review of factors within the operational context. The methodology ensures that what is anticipated as a performance range (target) is objective and reflective of changes within the operational context.

	education, the percentage who upgrade prior to first release					
	Of the offenders with an identified need for vocational training (labour market skills), the percentage who complete prior to first release	58.2% – 60.5%	2020-03-31	60.3%	58.3%	58.5%
	Of the offenders with an identified need for employment in the community, the percentage who secure such employment prior to sentence expiry date	73.5% – 74.7%	2020-03-31	74.6%	75.2%	74.3%
	Of the offenders with an identified need for a nationally recognized correctional program, the percentage who complete prior to sentence expiry date	90.5% – 92.0%	2020-03-31	91.8%	88.9%	83.2%
	Of the Indigenous offenders who identify an interest in following a traditional healing path,	90.2% – 95.5%	2020-03-31	96.9%	96.4%	96.5%

	the percentage who receive an Elder Review (Elder reviews are required as part of a traditional healing path)					
	Percentage of offenders not readmitted to federal custody within 5 years following sentence expiry date	81.4% – 83.1%	2020-03-31	84.1%	84.7%	85.7%

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
449,192,653	449,192,653	448,106,395	447,788,613

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
4,202	4,202	4,202

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

Core Responsibility 3: Community Supervision

Description

CSC supervises offenders in the community and provides structure and services to support their safe and successful reintegration into the community. Services include accommodation options, community health services, and the establishment of community partnerships. CSC manages offenders on parole, statutory release, and long-term supervision orders.

Planning highlights

CSC strengthens management and supervision of offenders in the community to reduce offender recidivism and increase their reintegration potential to address Corporate Risk #6.

In 2019–20, CSC will maintain electronic monitoring services to support CSC’s ability to supervise offenders.

To help plan for offender releases, CSC will finalize development of housing capacity, using OMS data to visually represent the community offender information, including Community Residential Facility (CRF) capacity, offender population, and the number of releases to each community. CSC regularly reviews community performance measures for data quality and how well those results reflect actual performance.

Corporate Risk #6

There is a risk that CSC will not be able to sustain results related to violent reoffending.

CSC works closely with partners, including operators of Community Residential Facilities (CRF), to create conditions for success for offenders on parole and statutory release, as well as those subject to long-term supervision orders with residency conditions. CSC will ensure CRF contracts are in place on time to meet the needs of the community offender population, and that Statements of Work are maintained to outline requirements of the operations of various types of accommodation options. As a result of a review of CRF needs, CSC will fund infrastructure projects such as wheelchair accessibility, fire safety systems, modernizing ventilation and updating security, in support of accommodations of offenders in the community. CSC continually assesses national and regional needs for expanded community capacity, to support increased demand and offender population needs.

Nationally, there has been a continuous increase in the number of offenders managed in the community from an average of 7,706 in 2012–13 to 9,045 in 2017–18 and a steady decline in the incarcerated offender population. In 2017–18, the highest number of day parole was reported within the last 10 years, including for Indigenous offenders and women offenders. This is a success story that brings challenges, as it places pressure on already limited community resources to meet the needs of conditionally-released offenders, particularly those who need specialized support in areas of accommodation, programming and/or mental health.

CSC collaborates with provincial and territorial medical services to ensure continuity of care upon release. CSC provides discharge planning matched to the offender’s level of health needs to

support continuity of health care in transition from the institution to the community. This supports offenders’ engagement with medical care on release, including primary care, medical specialists, pharmacists, and dental care.

Planned results

Departmental Results	Departmental Result Indicators	Target ⁴	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Offenders are reintegrated into the community as law-abiding citizens while under supervision	Percentage of offenders on conditional release successfully reaching sentence expiry date without re-admission (no revocation, charge or conviction)	54.9% – 58.5%	2020-03-31	56.6%	58.8%	61.0%
	Rate of convictions on supervision for serious or violent offences, per 1,000 offenders	28.2 – 35.8	2020-03-31	28.6	39.5	20.7
	Rate of convictions on supervision for offences resulting in death, per 1,000 offenders (Objective: Zero)	0.50 – 0.64	2020-03-31	0.48	1.01	0.55
	Of the offenders identified as having a significant	90%	2020-03-31	N/A	73.0%	86.6%

⁴ Targets are established through the statistical analysis of historical data and a review of factors within the operational context. The methodology ensures that what is anticipated as a performance range (target) is objective and reflective of changes within the operational context.

	mental health need, the percentage who received mental health treatment from CSC in the community					
	Percentage of employable time spent employed, for offenders under community supervision	62.5% – 64.7%	2020-03-31	63.4%	64.9%	67.9%

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
162,388,951	162,388,951	161,996,255	161,881,372

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
229	229	229

Financial, human resources and performance information for CSC’s Program Inventory is available in the [GC InfoBase](#).^y

Internal Services

Description

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

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
301,888,481	301,888,481	301,158,439	300,944,868

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
2,577	2,577	2,577

Planning highlights

CSC recognizes the criticality of a safe, respectful, and supportive workplace to its success in achieving its mandate and priorities. As such, CSC continues to implement its Respectful Workplace Campaign in conjunction with strategies that improve the wellbeing of all staff. These strategies include training and increased promotion of services available to employees that include, but are not limited to, the Office of Conflict Management and the Office of Internal

Disclosure. Communication strategies for these services and employees' options regarding the elimination of workplace harassment also continue to be implemented. CSC is implementing and will monitor its Organizational Mental Health Strategy for staff, and is also progressing in its three-year plan to complete ethical risk assessments at operational sites and undertaking an internal audit on its culture to mitigate Corporate Risk #3.

Corporate Risk #3

There is a risk that CSC will not be able to maintain a safe, secure and healthy working environment as established by its legal and policy obligations, mission, and values statement.

CSC will action its 2019–22 Strategic Plan for Human Resource Management. The Plan will support the organization in meeting both new and existing human resource (HR) needs and challenges, as they relate to people management and HR service delivery. CSC will identify strategies to address these needs moving forward, including its Recruitment and Retention Action Plan for health professionals, as well as focus on hiring individuals with the needed diverse cultural competence. CSC also expanded ongoing mentoring for all wardens and deputy wardens and parole officer supervisors, in both women's and men's institutions.

CSC continues to work toward the formal implementation of the New Direction in Staffing. As well, CSC is engaged with the Office of the Chief Human Resources Officer to modernize the Public Service's classification approach, particularly the Program and Administrative Services (PA) Classification Conversion Exercise, which includes updating existing work descriptions and adopting standardized work descriptions. The PA Conversion is expected to be completed by 2022. CSC is maximizing its learning and development resources through changes to the organizational structure to create increased efficiencies, and is pursuing the acquisition of a Learning Management System and simulation equipment to enhance training.

With the creation of the Business Intelligence Tool, combined with decades of HR data, CSC is better able to support decision making across the organization through an enhanced ability to determine potential trends and risks.

CSC ensures it has empirical and fact-based information for decision makers to draft policies and guidelines through regular reviews of performance results and reports from internal evaluations, audits and investigations. Additionally, CSC's research group informs strategies around correctional approaches, interventions, policies, procedures and programs by providing relevant research and consultations. Finally, CSC reviews and considers reports from external sources including the Office of the Auditor General, the Office of the Correctional Investigator, and the Canadian Human Rights Commission mediation agreements, court/tribunal decisions. During the reporting period, CSC will strengthen monitoring and reporting related to commitments in its Departmental Security Plan.

To address Corporate Risk #4, CSC is employing financial strategies in response to budgetary constraints, working with central agencies to address the organization’s financial challenges on a permanent basis, and continuing to refine the resource allocation model. This will include implementing the Treasury Board Policy on Financial Management and improving the efficiency of its budget allocation process, streamlining payments to suppliers and increasing the number of employees with Chartered Professional Accountant designations through both recruitment and support to current staff for ongoing education.

Corporate Risk #4
There is a risk that CSC will not be able to implement its mandate and ensure the financial sustainability of the organization.

When in effect, CSC will implement the Treasury Board’s directive on the management of procurement to strengthen procurement planning across the organization, improve the efficiency of its procurement and materiel management activities, support financial management and enhance governance.

CSC continues to experience ongoing issues related to the Phoenix Pay System. Given the complexity of CSC’s workforce coupled with the operational nature of the organization, CSC has experienced a significantly high number of pay related issues. CSC is continuously working internally and with external stakeholders to resolve these issues.

On an ongoing basis, CSC will engage in regular and open consultations with its federal/provincial/territorial and international partners to ensure that information and best practices are shared among the various jurisdictions. Internally, CSC will use a more integrated approach in the management of intergovernmental and international collaboration projects to maximize results across the organization.

CSC is implementing the CSC/Parole Board Canada Information Management (IM)/Information Technology (IT) 2017–20 Business Plan. CSC will continue the implementation of GCdocs as an information and work management solution across the organization. In conjunction with Shared Services Canada, CSC will continue to advance Government of Canada’s modernization priorities, including the application migration and a new data centre and network consolidation. CSC will continue to advance a number of the IM/IT Plan’s major IM initiatives including the eDiscovery project and the Enterprise Information Management (EIM) Strategy. A focus on evolving data and information governance will enable the EIM program to better meet the future business needs of CSC. In addition, CSC will work to ensure continued alignment with the GC’s IT Strategic Plan through work such as the launch of the CSC Cloud Strategy.

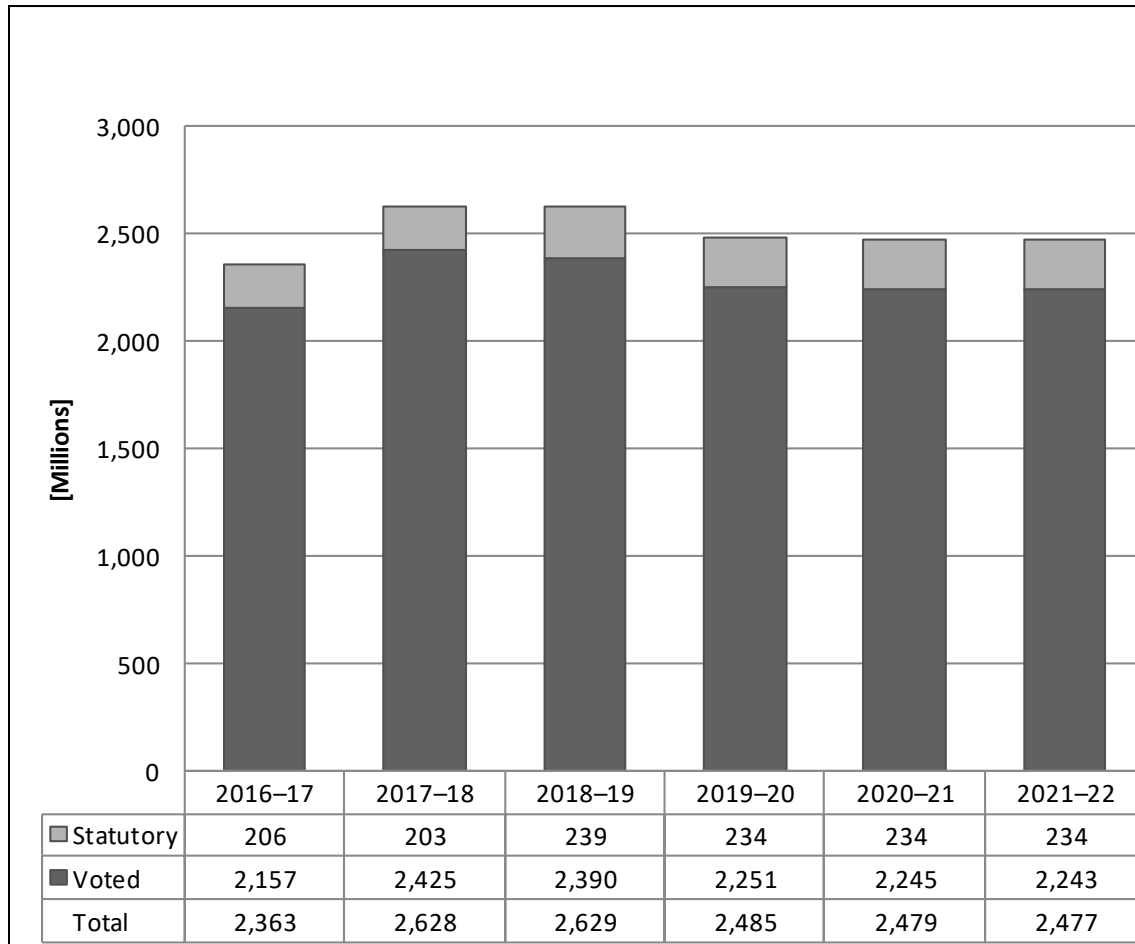
CSC will continue to advance the Offender Management System (OMS) foundation and modernization projects to ensure the continuity of this mission critical system, building a common framework that will allow for the long-term evolution of OMS in a modular way that is responsive to changes in legislation and business requirements. OMS initiatives include better

integration of information management services, policy, program and service delivery, embracing innovative and responsible use of new technologies, managing security and privacy, and being data-driven. CSC will be digitally enabled through strategic training plans to assimilate digital technology enhancements with improved methods of assessing and intervening with offenders. The outcomes are specifically focused on public safety effectiveness, offender reintegration efficiency, humane custody, and the safety and security of staff and offenders.

Spending and human resources

Planned spending

Departmental spending trend graph



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

Core Responsibilities and Internal Services	2016–17 Expenditures	2017–18 Expenditures	2018–19 Forecast spending	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Care and Custody	1,510,190,155	1,695,534,841	1,674,018,978	1,571,624,384	1,571,624,384	1,567,823,805	1,566,711,961
Correctional Interventions	398,249,136	438,244,603	458,104,750	449,192,653	449,192,653	448,106,395	447,788,613
Community Supervision	154,796,731	160,381,208	163,637,378	162,388,951	162,388,951	161,996,255	161,881,372
Subtotal	2,063,236,022	2,294,160,652	2,295,761,106	2,183,205,988	2,183,205,988	2,177,926,455	2,176,381,946
Internal Services	299,568,379	333,951,327	333,248,502	301,888,481	301,888,481	301,158,439	300,944,868
Total	2,362,804,401	2,628,111,979	2,629,009,608	2,485,094,469	2,485,094,469	2,479,084,894	2,477,326,814

The 2018–19 forecast spending of \$2,629M and 2017–18 expenditures of \$2,628M demonstrate that CSC is pursuing its activities in a similar fashion from year to year. For both years, CSC received additional funding to support its operations for amounts that were not initially included in its Main Estimates, respectively \$74.7M in 2018–19 and \$83.7M in 2017–18. CSC continues to require additional funding to support its operations in 2019–20, which will be addressed during the fiscal year.

The \$143.9M variance between the 2018–19 forecast spending of \$2,629M and the 2019–20 Main Estimates of \$2,485.1M is mainly due to funding received during the 2018–19 financial year, and therefore not included in the 2018–19 Main Estimates.

There is a variance of \$185M between the 2018–19 Main Estimates of \$2,444M and the 2018–19 Forecast spending of \$2,629M. This variance represents: additional funding to support operations \$74.7M; Capital Budget Carry Forward \$49.4M; Collective Agreement increases \$31.7M; pay funding requirements under Vote 30 \$19.3M; funding for Bill C-83 to enhance CSC recruitment processes, increase training resources and expand on existing health care services \$7.5M; Budget 2018 programs to support Mental Health and Penitentiary Farms \$5M; funding to address issues with pay administration \$2.3M; and a contribution for enabling digital services to Canadians (\$4.7M).

The variance between the 2019–20 Main Estimates of \$2,485.1M and the 2018–19 Main Estimates of \$2,444M is \$41.1M. This increase is mainly due to: funding for collective agreements \$27.6M; funding for incremental changes in offender population volumes and price fluctuations \$7.9M; Budget 2017 programs addressing the needs of Vulnerable Offenders \$6.2M; an increase in the employee benefit plan \$6.1M; Budget 2018 programs to support the mental health needs of inmates and to support the reopening of the penitentiary farms \$4.3M;

and contributions for enabling digital services to Canadians (\$9.5M) and back office transformation (\$1.3M).

The 2019–20 Main Estimates does not include funding for Bill C-83. This program will be further developed in 2019–20.

Considering the ongoing assessment of funding required to continue to support CSC’s operations in 2019–20 and the impact of Bill C-83 to expand on existing health care services and implement structured intervention units, it is anticipated that additional funding will be received in 2019–20, which will increase CSC’s expenditures to a level similar to, if not greater than, previous years.

Planned human resources

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

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Forecast full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Care and Custody	10,432	10,366	10,489	10,458	10,458	10,458
Correctional Interventions	4,057	4,112	4,093	4,202	4,202	4,202
Community Supervision	226	212	207	229	229	229
Subtotal	14,715	14,690	14,789	14,889	14,889	14,889
Internal Services	2,506	2,536	2,526	2,577	2,577	2,577
Total	17,221	17,226	17,315	17,466	17,466	17,466

The variance of 89 full-time equivalents (FTEs) between 2018–19 and 2017–18 is mostly due to 'Addressing the Needs of Vulnerable Offenders' (Budget 2017). The 151 FTE increase between 2019–20 and 2018–19 is largely due to increased planned staffing for correctional officers in order to bring the workforce to its optimal level. Staffing requirements for 'Addressing the Needs of Vulnerable Offenders' (Budget 2017) and 'Mental Health / Penitentiary Farms' (Budget 2018) also contribute to this increase. Future year FTEs are expected to increase should Bill C-83 come into force and related measures are implemented.

Estimates by vote

Information on CSC’s organizational appropriations is available in the [2019–20 Main Estimates](#).^{vi}

Consolidated Future-Oriented Condensed Statement of Operations

The Consolidated Future-Oriented Condensed Statement of Operations provides a general overview of CSC’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. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

A more detailed Consolidated Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [CSC’s website](#).^{vii}

Consolidated Future-Oriented Condensed Statement of Operations for the year ending March 31, 2020 (dollars)

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	2,738,956,499	2,648,269,988	(90,686,511)
Total revenues	62,110,640	65,793,519	3,682,879
Net cost of operations before government funding and transfers	2,676,845,859	2,582,476,469	(94,369,390)

CSC’s 2019–20 planned expenses are projected to be \$2,648,269,988. These expenses include planned spending presented in this Departmental Plan and also include expenses such as amortization and services provided without charge. CSC’s planned revenues are projected to be \$65,793,519 in 2019–20. Revenues are primarily generated by the CORCAN revolving fund.

Variances between the planned results for 2019–20 and the 2018–19 forecast results are largely attributable to the timing of key elements in the government expenditure cycle. For instance, funding and initiatives that were not approved in time to be included in the Main Estimates have not been included in the 2019–20 planned results. Additionally, the 2018–19 forecast results include one time funding for retroactive payments following the signing of various collective agreements and new initiatives announced in Budget 2018. These initiatives include:

- Reopening of Penitentiary Farms at Joyceville and Collins Bay Institutions to provide federal inmates training opportunities to acquire new skills, while preparing them for employment and successful reintegration and rehabilitation into the community. The farms will be operated by CORCAN, a key rehabilitation program and special operating agency of CSC.
- Additional funding to CSC to further support the mental health needs of federal inmates. Funds would largely be targeted towards providing enhanced mental health support for women in federal correctional facilities across Canada.
- One-time funding of \$74.7 million was provided in 2018–19 to enable CSC to continue existing operations in support of its mandate. This funding is non-recurring and thus the funds are not included in the planned results for 2019–20.

The increase in fiscal year 2019–20 revenues is primarily attributable to the expansion of CORCAN business activities including construction, expansion of the Indigenous Offender Employment Initiative, and the expanded implementation of penitentiary farms.

Additional information

Corporate information

Organizational profile

Appropriate minister[s]: The Honourable Ralph Goodale, P.C., M.P.

Institutional head: Anne Kelly, Commissioner

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instrument[s]: *Corrections and Conditional Release Act*, S.C. 1992, c. 20

Year of incorporation / commencement: 1979 (March 31)

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on [CSC’s website](#).^{viii}

Reporting framework

CSC's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Program Code	Program(s) Name
Core Responsibility 1: Care and Custody	
P1	Institutional Management and Support
P2	Intelligence and Supervision
P3	Drug Interdiction
P4	Clinical and Public Health Services
P5	Mental Health Services
P6	Food Services
P7	Accommodation Services
Core Responsibility 2: Correctional Interventions	
P8	Offender Case Management
P9	Community Engagement
P10	Chaplaincy
P11	Elder Services
P12	Correctional Program Readiness
P13	Correctional Programs
P14	Correctional Program Maintenance
P15	Offender Education
P16	CORCAN Employment and Employability
P17	Social Program
Core Responsibility 3: Community Supervision	
P18	Community Management and Security
P19	Community Residential Facilities
P20	Community Correctional Centres
P21	Community Health Services
Internal Services	

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to CSC's Program Inventory is available on [CSC's website](#)^{ix} and in the [GC InfoBase](#).^x

Supplementary information tables

The following supplementary information tables are available on [CSC's website](#)^{xi}:

- ▶ [Departmental Sustainable Development Strategy](#)^{xii}
- ▶ [Disclosure of transfer payment programs under \\$5 million](#)^{xiii}
- ▶ [Gender-based analysis plus](#)^{xiv}

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](#).^{xv} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

[Correctional Service of Canada website](#)^{xvi}

340 Laurier Avenue West

Ottawa, Ontario

K1A 0P9

[Feedback Form](#)^{xvii}

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

Departmental Result (résultat ministériel)

Any change 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.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

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 2019–20 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 where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

Performance Information Profile (profil de l'information sur le rendement)

The document that identifies the performance information for each Program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

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

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 Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

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.

Endnotes

- i Minister of Public Safety and Emergency Preparedness Mandate Letter, <https://pm.gc.ca/eng/minister-public-safety-and-emergency-preparedness-mandate-letter>
- ii Canada’s Food Guide, <https://food-guide.canada.ca/en/>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vii Future-Oriented Statement of Operations (FOSO) <https://www.csc-scc.gc.ca/reporting/007005-2500-2019-2020-en.shtml>
- viii “Raison d’être, mandate and role: who we are and what we do”, <https://www.csc-scc.gc.ca/publications/005007-2607-05-en.shtml>
- ix Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-2607-07-en.shtml>
- x GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi Supporting information tables, <http://www.csc-scc.gc.ca/reporting/index-eng.shtml>
- xii Departmental Sustainable Development Strategy for 2018–20, <https://www.csc-scc.gc.ca/publications/005007-8614-en.shtml>
- xiii Disclosure of transfer payment programs under \$5 million, <https://www.csc-scc.gc.ca/publications/005007-2607-01-en.shtml>
- xiv Gender-Based Analysis, <https://www.csc-scc.gc.ca/publications/005007-2607-02-en.shtml>
- xv Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- xvi CSC’s website, <http://www.csc-scc.gc.ca/reporting/index-eng.shtml>
- xvii Correctional Service Canada Feedback Form, <http://www.csc-scc.gc.ca/contact-us/008-0001-eng.shtml>