

# Correctional Service Canada 2022–2023 Departmental Results Report

The Honourable Dominic LeBlanc, P.C., K.C., M.P.  
Minister of Public Safety, Democratic Institutions and  
Intergovernmental Affairs



Correctional Service  
Canada

Service correctionnel  
Canada

Canada

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as represented by the Minister of Public Safety,  
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## From the Minister

As Canada's Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs, I am pleased to present the Correctional Service of Canada's (CSC) Departmental Results Report for 2022–23.



This report informs Canadians about the results CSC achieved over the past fiscal year as well as the important work done to help offenders rehabilitate and safely reintegrate while prioritizing community safety, and providing safe correctional environments for those who work and live in its facilities.

CSC plays a critical role in the justice system. It contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control. It balances this with upholding and promoting victims' rights.

Year-over-year, outcomes for offenders released from CSC custody are increasingly positive, with results in 2022–23 reporting 88.6% of offenders not readmitted to federal custody within five years following their sentence expiry date.

On March 27, 2023, CSC named Ms. Kathy Neil as the first Deputy Commissioner for Indigenous Corrections. Ms. Neil assumed her new duties on May 1, 2023 and will play an integral role in continuing to enhance relationships with Indigenous peoples, both within the criminal justice system and more broadly.

CSC continues to demonstrate a culture shift in its use of Structured Intervention Units (SIUs), using them only when other reasonable alternatives have not been identified. The median number of days spent in SIUs was markedly better in 2022–23 at 15, down from 26 in 2021–22. This reduction highlights the efforts by CSC staff to find alternatives whenever possible.

In addition to this, through CSC's Digital Education Project pilot, offenders learned foundational computer skills, improved their digital literacy, and earned industry aligned vocational training certificates. The pilot project modernized the delivery of education programs and helped offenders achieve their educational goals, which works towards promoting positive impacts on public safety outcomes, including increasing their likelihood of successful reintegration into the community and finding meaningful employment.

In support of the Anti-Racism Framework launched in 2020, CSC organized regional consultations with racialized employees, offenders and community-based organizations in order to present the efforts being made to identify systemic barriers, better understand the issues and identify possible actions. A new training program, called Workplace Environment Free of Bias and Racism, has been and continues to be implemented over a three-year period (2022–25).

I look forward to working with CSC to keep Canadians safe, from coast to coast to coast.

Sincerely,

The Honourable Dominic LeBlanc, P.C., K.C., M.P.  
Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs

## Results at a glance

The Correctional Service of Canada's (CSC) results this fiscal year directly supported the mandate of the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs and were aligned with the organization's mission, mandate, and values. Managing key areas of risk and developing and implementing innovative solutions for its operations is the norm for CSC and its diverse and ethnocultural workforce.

The total number of offenders under CSC jurisdiction decreased during the global pandemic but increased to 21,384 by the end of 2022–23, which is an increase of 577 from the previous fiscal year. Of these, 13,054 were incarcerated (up 726 from last year, an increase of almost 6%) and 8,330 were under community supervision (down 149 from last year, a decrease of almost 2%). The Service continues to put measures in place to respond to the needs of the disproportionate number of admissions of Indigenous and Black offenders in order to keep improving their rehabilitation and reintegration results.

CSC continues to be focused on delivering positive public safety results for Canadians while exercising reasonable, safe, secure, and humane control in preparing offenders for their eventual release as law-abiding citizens. During 2022–23, the percentage of offenders not readmitted to federal custody within five years following their sentence expiry date is 88.6%, up from 88% last year, and 87.5% the previous year. This trend is also observed for various groups, including women offenders, Indigenous offenders and Black offenders who, over the last five years, continue to see positive outcome improvements.

On the tail end of a global pandemic, Canada faced high inflation, ongoing supply chain disruptions, labor market challenges, soaring food prices, and a climate crisis. CSC worked with other orders of government, Indigenous communities, and partners to manage the care and custody of its diverse offender population. In the last months of the reporting period, CSC gradually and carefully reduced restrictions, aligning with other congregate living environments while taking into account the inherent risks of a carceral communal living environment. Outbreak numbers declined due to diminished severity of circulating strains in conjunction with ongoing vaccination efforts, testing, operational restrictions, and infection prevention and control strategies. During 2022–23, there were no additional offender deaths due to COVID-19 (with six deaths since the onset of the pandemic). Throughout the fiscal year, a total of 3,623 new COVID-19 cases and 121 new outbreaks were reported at CSC federal institutions. At the end of 2022–23, there were 23 active COVID-19 cases reported in CSC institutions. Health Services rolled out a fall influenza vaccination campaign along with the new bivalent COVID-19 vaccines.

While the rate of escapes from federal custody rose slightly in 2022–23 over 2021–22, it has stayed below the target range since 2020–21. The national rate of unnatural and undetermined

deaths continued to be outside the target range, although the rate per 1,000 offenders has decreased compared to last year. The rate of serious incidents<sup>1</sup> in federal custody was higher in the reporting period than in the previous year, with attempted suicides making up the largest proportion of incidents. There were also more assaults and drug-related incidents. The gradual reduction of pandemic-related risk-mitigation measures, which impacted the level of inmate interactions, may have contributed to the increase year-over-year.

Since the implementation of the Structured Intervention Units (SIUs) in 2019, efforts to improve results through ongoing monitoring of policy compliance, mental health care services, programs and interventions as well as supporting systems have yielded positive results. The median number of days spent in SIUs within the fiscal year was markedly better in 2022–23 at 15, down from 26 in 2021–22. The reduction of time spent in SIUs in 2022–23 is highlighted by the efforts of CSC staff to find alternatives to the SIU, and to reintegrate inmates to a mainstream population as soon as possible. The management of the SIUs is complex, and for many inmates, finding viable alternatives can be challenging; as a result, CSC has increased positions within the SIUs as well as initiated various management strategies including Complex Transfer Cases and Population Management Working groups to further support inmates. SIUs continue to serve their purpose of providing a safe environment and structured interventions. They assist inmates in successfully reintegrating into the mainstream population, with close to 64% of inmates in 2022–23 not returning to an SIU within 120 days following their reintegration.

Guided by a Mental Health Strategy and a mental health service delivery model, CSC improved and surpassed the performance target for providing mental health treatment for offenders identified as having a mental health need. Treatment was provided to 96.6% of those with an identified need.<sup>2</sup>

CSC recognized improvements in programming results in this fiscal year. The median days from admission to the start of readiness programs improved to 92 days during the last year, from 117 days in the previous fiscal year and in line with pre-pandemic results, for offenders serving a sentence of four years or less. Among that same group of offenders, for those with an identified need for correctional programming, the percentage who completed it prior to their first release was 65.6% during the last year, which is a notable improvement from the prior fiscal year's 60.1%. Ethnocultural intervention boards aimed to prioritize cases and ensure timely access to programs, employment and education, and new site-level officer positions helped support increased cultural connections for offenders.

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<sup>1</sup> The indicator represents the number of serious institutional incidents per 1,000 offenders in federal custody. A serious incident is defined as any incident that does not result in actual death but is of a serious nature.

<sup>2</sup> All individuals identified as having a mental health need are meant to receive mental health treatment; however, patients must consent and have the right to refuse treatment. The 90% target may also account for those individuals for which a need was identified at the end of the reporting period and for which there was insufficient time to provide treatment.

CSC focused efforts and resources on Indigenous offenders, naming Ms. Kathy Neil as its first Deputy Commissioner for Indigenous Corrections. Ms. Neil assumed her new duties on May 1, 2023, and will play an integral role within CSC to help address issues within the correctional system, including the disproportionate overrepresentation of Indigenous peoples. This new position will also work to build and further partnerships with Indigenous peoples, groups, and communities, as well as ensure the delivery of culturally-appropriate interventions, supports, and services for federal offenders.

New partnerships with community-based residential facilities have increased bed capacity by 19, to address the needs of aging offenders, Indigenous male offenders, and offenders with mobility impairments. Increased funding and up-to-date accommodation information is continually being reviewed and improved to streamline any systematic deficiencies while strengthening support services to offenders.

The physical and mental wellbeing of CSC employees remains a priority. The Service implemented strategies to support employees during the pandemic, by creating a Mental Health unit, which works to advance mental health initiatives and positively influence outcomes related to employee mental health and wellbeing, while ensuring the safe return to the workplace.

The post-pandemic resumption of regular work activities was beneficial to both organizational results and teamwork dynamics. That said, fatigue, post-pandemic malaise, and rising economic uncertainty added to challenges staff faced as they either continued at worksites, including institutions, or began returning to offices under CSC’s hybrid work model. Despite the challenges imposed by the pandemic, CSC fulfilled its purpose, while continuing to refine its internal services and delivery of programs and services.

CSC approved and implemented its 2022–25 Strategic Plan for People Management and the 2022–25 Comprehensive Plan on Employment Equity, Diversity and Inclusion. CSC included employees, offenders, and stakeholders as it implemented its Anti-Racism Framework, focusing on actions across the organization.

The Departmental Results Report highlights the many ways in which CSC manages its offender population, while demonstrating CSC’s continued commitment in delivering services and programs. In addition to listing corporate performance results throughout, the report provides an account of notable accomplishments across each sector within CSC, both within institutions and in the community.

For more information on CSC’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.



## Results: what we achieved

### 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.

##### Results

While the rate of escapes from federal custody rose slightly in 2022–23 when compared to 2021–22, it has stayed below the target range since 2020–21. Internal investigations noted that the few escapes<sup>3</sup> CSC experienced are predominately from [minimum security institutions](#)<sup>i</sup> that house only inmates who were assessed as posing a low risk to public safety. CSC monitors this closely to ensure institutional operations address any vulnerabilities associated with potential escapes.

The national rate of unnatural and undetermined deaths continues to be outside the target range, although the rate per 1,000 offenders has decreased compared to last year. The rate of serious incidents<sup>4</sup> in federal custody was higher in the reporting period than in the previous year, with attempted suicides making up the largest proportion of incidents. There were also more assaults and drug-related incidents. In this case as well, the gradual reduction of pandemic-related risk-mitigation measures may have contributed to the increase year-over-year.

The rates of minor/moderate and serious safety incidents per 1,000 offenders in federal custody were lower than the previous year. Self-inflicted injuries accounted for the majority of minor/moderate safety incidents and attempted suicides accounted for the majority of serious safety incidents in 2022–23. Restrictions related to COVID-19 resulted in inmates spending more time in their cells or confined to their range; related frustrations and challenges associated with the pandemic measures may have had a negative impact on both institutional dynamics and individual offenders.

Similar to the previous two years, there was a consistent increase in serious and minor/moderate security incidents<sup>5</sup> (i.e., assaults on inmates, inmate fights, disciplinary problems, self-inflicted injuries and staff assaults); the level is above the anticipated rate nationally, though there is

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<sup>3</sup> There were 11 escapes in 2022–23 as compared to four in 2021–22 and 11 in 2020–21.

<sup>4</sup> The indicator represents the number of serious institutional incidents per 1,000 offenders in federal custody. A serious incident is defined as any incident that does not result in actual death but is of a serious nature.

<sup>5</sup> A serious security incident is defined as any security-related incident that does not result in actual death but is of a serious nature. Minor/moderate security incidents are comprised of any security-related incident that did not result in actual death, major, or serious bodily harm.

regional variation. Multiple factors continue to play a role in this, including increased fluidity in Security Threat Group (STG) dynamics, and efforts to release lower risk offenders over the past few years that resulted in a higher proportion of incarcerated offenders with higher risk profiles. That means institutions must manage more offenders with higher risks and needs, more serious offence profiles, longer sentence lengths, lower reintegration potential, and STG affiliation. The gradual elimination of COVID-19 mitigation measures led to more interactions between inmates, and more opportunities for incidents to occur than in the last two years. Inmates who were able to manage effectively in a highly structured environment were then moved into less structured, mainstream environments, and the reduced level of structure may have led to security incidents occurring more frequently.

CSC's Performance Measurement Innovation and Renewal Strategy (PMIRS) team instituted a review of each individual program to re-map program goals and align key performance indicators to CSC's core responsibilities and corporate priorities. Linking performance results more closely to program goals will enhance monitoring and improve performance. The PMIRS also worked with SIUs to respond to the [Office of the Correctional Investigator's \(OCI\) report](#)<sup>ii</sup> on performance measures and worked diligently with individual program managers to identify internal/external pressures in the operating environment that affect the safety and security of institutions across the country and can impact performance results.

Since the implementation of SIUs in November of 2019, CSC continues to refine SIU operations to materially improve outcomes for those inmates who need to reside in them. CSC carefully reviews recommendations from the SIU Implementation Advisory Panel and Independent External Decision Makers (IEDMs) as it assesses how to continuously implement, evaluate, and enhance the SIU model. Informed by input received from internal and external stakeholders, and lessons learned since implementation, a review of the SIU policy suite (Commissioner's Directive 711, Structured Intervention Units, and Guidelines 711-1 and 711-2) is underway.

The median number of days spent in SIUs within the fiscal year was markedly better in 2022–23 at 15, down from 26 in 2021–22. This reduction highlights the efforts by CSC staff to find alternatives to the SIU and to reintegrate inmates to a mainstream inmate population as soon as possible. The management of the SIUs is complex, and for many inmates, finding viable alternatives can be challenging; as a result, CSC has initiated various management strategies including Complex Transfer Cases and Population Management Working groups. Outcomes for inmates being successfully reintegrated into the mainstream population continue to be encouraging with close to 64% of inmates in 2022–23 not returning to an SIU within 120 days following their reintegration.

In the fall of 2022, CSC launched a Population Management Focus Group to better inform and strengthen proposed population management initiatives. The focus group is comprised of a cross-section of key internal stakeholders representing multiple regions, divisions, and operational levels across the country. Various initiatives have been proposed or are currently underway to create long-term tools that support well-informed decision making and ensure strategic guiding principles are in place to manage the dynamic factors associated with population management across CSC, including a National Population Management Committee.

CSC dedicated intelligence analysts to support the management, and placement in mainstream population, of challenging and complex SIU inmates for whom staff have had difficulties finding viable transfer locations. Potential risk must be assessed regarding placement in mainstream inmate populations. Additional parole officer positions were added in SIUs to support enhanced policy requirements related to information sharing with IEDMs. In addition, behavioural skills coaches, and data and activity coordinators, have been added to the SIU staffing complement to support reintegrating SIU inmates in a mainstream inmate population as early as possible, and increase their access to both time out of cell and interactions with others.

The designation of Complex Transfer Cases (CTC) has been identified as a critical component of the population management framework. CTC offers an intelligence-based assessment of integration options for inmates who do not have clear integration options. CSC continues to implement a CTC process that includes weekly reviews of active SIU transfers to determine if there are cases that meet the CTC criteria, and regular national case conference calls to facilitate discussions among institutions, thereby ensuring offender needs are identified and addressed.

CSC completed a quality improvement health initiative to ensure appropriate care is delivered to individuals in the SIU. Continued monitoring of mental health needs and outcomes in SIUs remain a priority. CSC incorporated a referral option in the SIU Application for inmates experiencing immediate mental health needs, which can facilitate timely access to care. CSC's revised Regional Person-Centered Health Committees and Inter-sectoral Regional Complex Case Health Committees were rolled out nationally by fall 2022 to support and advise on the management of complex health cases according to established criteria. Individuals with a rating of 'considerable' or higher on the Mental Health Need Scale who spent seven days in an SIU and who engaged in any serious self-injury or suicide attempt while in an SIU are a particular focus of the committees.

Enhanced Support Houses (ESHs) are an alternative to a transfer to an SIU for women offenders who do not present an increased security risk. CSC is conducting a national review of ESH effectiveness and efficiency for which completion is expected by the end of 2023. Preliminary findings indicate that 38% of the time, ESHs are used as an alternative to the SIUs.

The CSC Class Actions Management Office continued implementing the administrative segregation (Brazeau, Reddock and Gallone class actions) claims administration process collaboratively with the Department of Justice, Class Counsel, and the court-appointed claims administrator. As per the Distribution and Individual Issues Protocol set out by the Courts, CSC supported successive rounds of notifications, in both institutions and communities, thereby ensuring fair and equitable access to the claims administration process. The claim-filing period ended November 7, 2022, and since January 2023, CSC has supported the claims administrator in the disbursement of aggregate damages awarded to eligible claimants.

In its efforts to address sexual coercion and violence (SCV) in its offender population, CSC delivered a 3.5 hour virtual SCV training as part of Parole Officer Continuous Development in 2022–23, to help Parole Officers, and others for whom the training is relevant in their work, to better identify and respond to these types of incidents. CSC supported Public Safety Canada in

its study into the prevalence of SCV in federal correctional institutions. When available, the results of the study will be assessed for integration into CSC policy, procedures, and guidelines.

In November 2022, the Human Rights Division of CSC's Rights, Redress and Resolution developed a Human Rights Accountability Framework with the objective to raise awareness broadly in CSC about offenders' statutory human rights, promote responsive conditions of confinement and treatment, support the successful reintegration of offenders, and enhance the safety of Canadians. Key performance indicators are grounded in the Mandela Minimum Standards for the Treatment of Offenders (Mandela Rule) with a focus on CSC's environment, its commitment, and practices.

In a complex, multi-year project, CSC is modernizing its Offender Management System (OMS-M) to improve efficiency and effectiveness in managing offenders and enhance flexibility in meeting CSC's legislative requirements. The next phase includes the design and implementation stages of an enterprise-wide solution that will establish a clarified data architecture and infrastructure for offender data. The new modernized OMS-M solution will provide a modern, flexible application that will allow CSC to adapt to changing business needs and offender population characteristics, and so will contribute to both population management and case management initiatives.

CSC has begun the process of digitizing security intelligence operations, including digital forensics, Electronic Statement Observation Reports (eSOR), Intelligence Analysis, Correctional Intelligence Management Systems, and Secure Web Intelligence Forms Tool. The eSOR was deployed during the reporting period, and CSC has used a Data Quality Management module to identify data errors with Security Threat Groups (STGs) in offender files, which allows for more timely corrections to STG affiliation in OMS. This aligns with the Commissioner's Directive 568-3, Identification and Management of STGs.

Due to CSC's drug interdiction efforts nationally, the rate of serious and minor/moderate drug-related incidents have increased in 2022–23 compared to the previous year and continue to be above the established target range. More effective contraband interdiction (including searching, intelligence collection and sharing, police partnerships, detector dog deployments, ion scanners) produces more drug seizures and related recording of these activities, and so can impact the number of incidents. CSC closely monitors drug incidents and works to identify the drug in all overdoses and suspected overdoses, sending a sample of the substance to Health Canada for identification through the Critical Drug Analysis Process.

Some sites face challenges related to contraband being brought into institutions via drones. CSC continues to research and introduce new technologies as they become available to facilitate the detection of contraband, including contraband introduced via drones. CSC continues to measure the performance of these systems and determine the potential for broader, national deployment.

CSC is exploring options for the procurement of the ferromagnetic devices it piloted successfully in 2021–22. These devices detect ferrous metals commonly found in cell phones, so they have a direct and positive impact on contraband interdiction efforts. Full body scanners are being

piloted at two institutions, and both staff and inmates have expressed appreciation for the reduced need to conduct strip searches.

CSC launched a pilot project to have detector dog teams specialized in the detection of electronic storage devices including, but not limited to, cellular devices, flash drives, and USB devices. After completing training, experienced detector dog handlers will be deployed to support intelligence-based search activities for electronic storage devices at multiple institutions within their region. Future expansion of the initiative will be determined by the success of the pilot.

CSC continued to implement harm reduction and recovery options to address the needs of patients with substance use disorders. CSC supports nine Prison Needle Exchange Program sites and one Overdose Prevention Service site. They continue to offer access to sterile consumption equipment as a harm reduction measure to prevent the transmission of blood borne infections. CSC rolled out the Self-Managed Addiction Recovery and Treatment program across CSC. Sites received training on a trauma-informed therapeutic approach to problematic substance use, which takes into account concurrent disorders; additionally, sites have peer-groups in place. CSC also delivered training to address stigma related to problematic substance use, including pharmacological and psychoeducational treatment recommendations for substance use disorders, including opiate use.

Access to Opiate Agonist Treatment (OAT) continued to increase. The number of individuals on OAT increased slightly from 2,815 in April 2022 to 3,061 at the end of March 2023. CSC is also exploring opportunities to aid in substance use management in culturally-safe environments such as healing lodges operated by CSC and Section 81 partners. Following these discussions, OAT was piloted at four sites and as at March 2023 was operating at seven out of ten healing lodges. CSC continues to work collaboratively with Indigenous communities to raise awareness of the importance of OAT.

To support the provision of culturally-safe care for the Indigenous population, CSC identified three Indigenous Health and Wellness Priorities and implemented related initiatives informed by Indigenous health needs and priorities identified through CSC's engagement with Indigenous offenders. CSC has a Traditional Medicine Program at one healing lodge that provides CSC with invaluable information about the impacts of integrating Indigenous traditional medicine and healing practices to the health service delivery model. Following the completion of the two-year pilot program, CSC negotiated an additional five-year contract with the Nekaneet First Nation in the Prairie Region to continue providing traditional medicine at the women's healing lodge. CSC entered into contracts with several Indigenous health experts and organizations for the delivery of Indigenous-led webinars to CSC health service staff. Webinars cover a variety of topics, including anti-Indigenous racism and unconscious bias in the healthcare system, awareness of the history of colonialism and its ongoing impact on the health of Indigenous peoples and cultural safety.

CSC completed the interRAI<sup>6</sup> Corrections Contact Assessment tool validation study across all five regions. CSC worked with an expert in the field of geriatrics to prepare professional education modules related to aging and health. Training is expected to be delivered to Parole Officers in 2023–24 as part of Parole Officer Continuous Development and will include webinars available to health and non-healthcare staff that will enhance their ability to support and care for this growing segment of the offender population.

CSC developed a series of nationally consistent peer support modules, including a module on aging, that are being piloted at two operational sites. Finalized educational modules are expected to be available at all sites by the end of 2023–24. CSC reviewed recommendations from the stakeholder and expert roundtable on Medical Assistance in Dying (MAID) in federal corrections and revised and promulgated MAID Guidelines to align with the most recent legislative changes and to reinforce the person-centred, compassionate, and humanitarian principles that guide the policy. CSC also enhanced its internal data collection and information-sharing processes and provided practitioners with resources to support them in the assessment process. Palliative and End of Life Care Guidelines were promulgated in September 2022, providing staff with direction in support of early release planning for patients with life-limiting illnesses.

CSC implemented new dashboards focused on suicide vulnerability screening and subsequent treatment and safety plans. The data supports CSC in monitoring the implementation of the Suicide Prevention and Intervention Strategy and the Clinical Framework for Suicide and Self-Injury Vulnerabilities. Clinical framework training continues nationwide to ensure all new staff meet training requirements. Continuous development training is mandatory for health professionals and includes a handbook on safety planning.

In 2022–23, CSC continued targeted and dedicated recruitment of health professionals to fill staffing gaps at the local, regional, and national levels, which led to CSC being one of the largest recruiters of health professionals in the Federal Public Service. CSC partnered with Health Canada to expedite the processing of Occupational Health Assessment Reports for new nursing staff. Additionally, CSC implemented professional practice structures to support frontline staff, provided enhanced support for professional development, and added senior leadership positions at each institution to support staff and better organize care delivery.

CSC Food Services continues to feel the effects of ongoing supply chain disruptions in 2023 that stem from the pandemic, labor market challenges, and high inflation. Food prices soared higher than predicted in 2022 and costs are expected to continue to rise by five to seven per cent in 2023. In order to reduce the financial pressure on inmates in the small group meal preparation (SGMP) program, CSC implemented price controls that permit adjusting prices only once per year on all the SGMP grocery list items. This strategy allows SGMP inmates to maintain the same buying power throughout the fiscal year in accordance with the yearly per diem.

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<sup>6</sup> InterRAI stands for International Resident Assessment Instrument. The Assessment is based on measures that are compatible with the broader suite of internationally used interRAI instruments. It promotes a continuous, person-centred approach to care that enhances the coordination and collaboration of health care and social service organizations across the continuum of care.

Following an unsuccessful attempt to transfer the data into an existing internal system, CSC is now working on implementing Archibus for the management of its real estate data. While priority is on the "hotelling" module of Archibus to support staff's return to the office, implementation of the real estate data management module continues. CSC expects Archibus to be a good long-term option for improving data integration across CSC that will replace outdated legacy tools. Public Services and Procurement Canada is a stakeholder and hosts the application.

CSC's Accommodation Plan is being implemented with projects at various stages with some projects completed, others underway and some in the development stage. While considerable progress has been made, the pandemic impacted CSC's ability to achieve its goals within planned timelines due to backlogs in manufacturing, delivery delays for electronic/technological components and equipment as well as for some materials (e.g., steel), upward pressures on engineering and construction costs resulting from the inflationary market, and labor shortages. Some of these delays are a cause for concern given CSC's aging infrastructure.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

CSC works with federal and community partners where feasible to achieve sustainable development and greening government goals. At the regional level, all planned work projects are reviewed to consider both environmental impact and energy efficiency, and adjustments are made where advisable and possible. Individual institutional sites are working to improve their environmental/greening status by implementing a variety of initiatives, including vertical gardening systems, electric utility and hybrid vehicles, charging stations, enhanced recycling programs, and energy management control systems. Various resource restrictions and delays do impact CSC's ability to maximize its efforts in this area. These constraints include, but are not limited to, labor shortages, funding shortfalls, supply chain problems, and delays in delivery times for service contracts.

## **Innovation**

CSC collaborated with Spectra Plasmonics and Queen's University to support the development of a new technology capable of detecting trace elements of fentanyl and fentanyl analogues. The final phase of the project is now complete and is being reviewed by CSC to determine if there is a need to pilot the technology in select institutions.

## **Key risks**

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.

- Drug detection and identification
- Continue to work with key partners to help prevent contraband and prohibited items (such as drugs and tobacco) from coming into institutions

Corporate Risk 3: There is a risk that CSC will not be able to respond to the complex and diverse profile of the offender population.

- Continue to implement CSC’s Accommodation Plan
- Improve security intelligence analysis by facilitating greater familiarity with database tools to maximize potential
- Make appropriate updates to the model of care to meet the health needs of offenders

Corporate Risk 5: There is a risk that CSC will not be able to maintain public confidence in the federal correctional system.

- Continue to ensure that legislative requirements are met by providing support to Independent External Decision-Makers who review cases of inmates transferred to SIUs when certain conditions are met

## Results achieved

The following table shows, for Core Responsibility 1: Care and Custody, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Institutions are safe and secure	Rate of non-natural and undetermined offender deaths in custody per 1,000 incarcerated offenders (Objective: Zero) <sup>7</sup>	1.03 – 1.27	2023-03-31	1.21	1.70	1.53
	Rate of escapes from federal correctional institutions and Section 81 Healing Lodges per 1,000 offenders (Objective: Zero) <sup>8</sup>	0.90 – 1.10	2023-03-31	0.89	0.41	0.84
	Rate of serious incidents per 1,000 offenders in federal custody	25.2 – 28.9	2023-03-31	27.4	26.4	29.0
Inmates are managed in a humane manner	Maintain Health Services Accreditation	Accreditation maintained	2023-03-31	Accredited	Accredited	Accredited
	Of the inmates identified as having a mental health need,	90%	2023-03-31	83.3%	85.5%	96.6%

<sup>7</sup> 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.

<sup>8</sup> The addition of Section 81 healing lodges to this indicator made it new for FY 2020–21. It replaced “Rate of escapes per 1,000 offenders (Objective: Zero).”



	the percentage who received mental health treatment <sup>9</sup>					
	Percentage of newly admitted offenders receiving health assessments at intake	95% – 100%	2023-03-31	93.6%	95.5%	96.4%
	Rate of upheld inmate grievances <sup>10</sup> per 1,000 offenders in federal custody	63.3 – 72.3	2023-03-31	46.3	44.9	45.1
	Median number of days spent in a structured intervention unit (SIU) within the fiscal year	19.0 – 26.0	2023-03-31	13	26	15
	Percentage of successful transfers out of a structured intervention unit (SIU) within the fiscal year (successful if the inmate remains in mainstream population for a period of 120 days)	58.1 – 66.2	2023-03-31	56.2%	66.4%	63.9%

Financial, human resources and performance information for CSC’s [program inventory](#)<sup>iii</sup> is available in [GC InfoBase](#).<sup>iv</sup>

### Budgetary financial resources (dollars)

The following table shows, for Core Responsibility 1: Care and Custody, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
1,986,742,750	1,986,742,750	2,175,409,705	1,941,837,555	-44,905,195

Financial, human resources and performance information for CSC’s [program inventory](#)<sup>v</sup> is available in [GC InfoBase](#).<sup>vi</sup>

<sup>9</sup> All individuals identified as having a mental health need are meant to receive mental health treatment; however, patients must consent and have the right to refuse treatment. The 90% target may also account for those individuals for which a need was identified at the end of the reporting period and for which there was insufficient time to provide treatment.

<sup>10</sup> Total number of grievances by inmates that were UPHELD (i.e. with a final grievance decision of UPHELD), per total number of grievances that were submitted by inmates. If the result is less than or equal to 72.3, the target is met.

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
11,049	10,833	-216

The variance of \$188.7 million between the total authorities available for use and the planned spending is mainly due to in-year increases in authorities and internal budget adjustments between programs:

- An increase in operating authority of \$87.6 million in Supplementary Estimates B for COVID-19 funding (\$38.3M), for Class Actions reprofiled funding (\$38.8M) and for quasi-statutory funding (\$10.5M);
- An increase in operating authority of \$68.5 million carried forward from 2021–22;
- An increase in capital authority of \$39.3 million carried forward from 2021–22;
- An increase in operating authority of \$7.1 million for employee compensation including retroactive payments due to the signing of collective agreements;
- An increase in operating authority of \$3.4 million for sale of surplus Crown assets;
- An increase in operating authority of \$0.2 million for the reimbursement of Vacation Cash-out;
- An increase in operating authority of \$0.1 million for the reimbursement of expenditures related to Phoenix damages;
- A decrease in statutory authority of \$11.1 million for the contribution to employee benefits plans;
- A decrease in capital authority of \$5.8 million for the re-allocation of funding to Core Responsibility 2: Correctional Interventions; and
- A decrease in operating authority of \$0.6 million for the re-allocation of funding to Core Responsibility 3: Community Supervision.

Taking into consideration the above requirements, Care and Custody's authorities available for use were \$2,175.4 million and the variance with the actual spending was \$233.6 million, which was made available in the calculation of the carry forward to 2023–24.

The above variance analysis also explains the major variances at the program level under Core Responsibility 1 Care and Custody. The variance of -216 full time equivalents is mainly due to recruiting challenges that continued into 2022–23, particularly the delay in CSC's Correctional Officer recruitment and onboarding efforts.

Financial, human resources and performance information for CSC's [program inventory](#)<sup>vii</sup> is available in [GC InfoBase](#).<sup>viii</sup>

## 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 services to victims of crime.

### Results

CSC ensures that classification decisions include a consideration of Indigenous Social History and that the Correctional Plan clearly identifies objectives for offenders to achieve a lower security classification. In 2022, the Office of the [Auditor General's \(OAG\) report on Systemic Barriers](#)<sup>ix</sup> recommended that CSC review offenders' initial security classification and monitor the level and reasons for final decisions that are different from those suggested by the Custody Rating Scale (CRS). CSC initiated quarterly reviews; the first was completed in the third quarter of 2022–23. Select files of Indigenous offenders were reviewed, showing that some classifications were lower than the classification suggested by the CRS, while others were higher, due to overall assessment of institutional adjustment, escape risk, and risk to public safety.

Additionally, in response to the OAG recommendation, CSC launched an examination of the predictive validity of the CRS for Black men as well as a revalidation of the scale for Indigenous and non-Indigenous men and women. This is being done in consultation with a panel of external experts. This newly conducted research during 2022–23 continues to demonstrate that CSC's data-driven risk assessment tools are valid for use during the initial security classification process of both men and women, Indigenous and Non-Indigenous, as well as Black offenders. In addition, a multi-year project is underway with the University of Regina and Indigenous peoples to develop an Indigenous-informed security classification process and tools.

CSC is reviewing the Section 84 release planning process to determine if there are opportunities to better support Section 84 conditional releases. All five regions have engaged Indigenous community partners to provide reintegration support for offenders returning to Indigenous communities upon release through the utilization of Stream B funds as part of reintegration funding identified in Budget 2017. A community reintegration support worker supports offenders by providing in-reach services prior to release, and by working with Indigenous community development officers to create Section 84 release plans. During 2022–23, CSC finalized and launched the Indigenous Offender Reintegration Contribution Program to help Indigenous communities manage costs involved in Section 84 releases. CSC approved one funding application during 2022–23, to the organization Str8UP in the Prairie Region, to support gang disaffiliation for Indigenous offenders.

The National Indigenous Advisory Committee (NIAC) met in November 2022 and March 2023. NIAC members emphasized the importance of an organizational culture that recognizes the roles

and contributions of Elders in supporting the rehabilitation of offenders. The National Elders Working Group also met in person for the first time since the pandemic in November 2022, and again in February/March 2023. New Terms of Reference were created that include membership commitments, timeframes, cultural diversity guidelines, and Elder experience and amenability to CSC institutional and community activities.

CSC engaged with the Canada Justice and Policing Métis Nation Working Group and contributed to its work plan and Terms of Reference, in the hopes that it will lead to the promotion of Métis-specific Section 81 agreements and Section 84 releases.

CSC and Indigenous Services Canada continue to work on the Secure Certificate Indian Status (SCIS) Initiative. The SCIS is crucial for many Indigenous offenders upon discharge as it is an acknowledged form of government-issued identification and may be used to access services and programs, including on-reserve housing and education, as well as coverage for health benefits that are not covered through other social programs, private insurance plans and/or provincial or territorial health insurance. In fiscal year 2022–23, over 875 secure status cards were shipped to eligible federal offenders across the country.

CSC developed a reference tool that promotes consideration of culturally-appropriate interventions among case management staff who supervise Indigenous offenders while at the same time emphasizing alternatives to suspension and revocation. This tool, developed in consultation with the Parole Board of Canada (PBC) and the National Associations Active in Criminal Justice (NAACJ) sub-working group members, is part of CSC's ongoing effort to improve suspension and revocation rates for Indigenous offenders. As well, CSC included a collaborative day in its Parole Officer Continuous Development, by sponsoring parole officers' and supervisors' visits with local community partners and stakeholders to encourage both case managers' relationships with partners and their knowledge of the services they offer to Indigenous offenders. CSC hopes to better address contributing factors by collaborating with these partners throughout the offender's supervision period, as well as using these supports as alternatives to suspension and revocation.

CSC is finalizing its Black Offender Strategy, and will subsequently be consulting with sectors and stakeholders. CSC worked with the Canada Black Justice Strategy Working Group, led by Justice Canada, that is part of the initiatives proposed to respond to Canada's commitment to the United Nations Decade for People of African Descent. CSC is also developing training modules as part of the Parole Officer Continuous Development that increase awareness of systemic racism, bias, and discrimination. The modules are designed to help staff better adapt their interventions with racialized offenders, resulting in a better understanding of offenders and more accurate risk assessments.

At the site level, CSC piloted initiatives to support its anti-racism work, including the Black Social History pilot in the Ontario Region that assists case management teams to better

understand an offender’s history, how it contributed to their offending, and its impact on risk and needs while connecting them with cultural supports. An additional pilot project entitled “Ethnocultural Correctional Intervention Boards” aims to prioritize cases and ensure timely access to programs, employment, education, transfers to lower security and conditional release, and to create cultural connections to the community. The Peerlife contract in Ontario provides programming to offenders serving indeterminate sentences and gives specific supports to Indigenous, ethnocultural, and women offenders. Ontario is also piloting an ethnocultural Reintegration Officer position to help support increased cultural connections and services for offenders. Atlantic has been piloting the African Canadian reintegration officer position since 2021–22 to help support increased cultural connections and services for offenders, and Prairie Region is piloting a Black offender liaison officer.

An Expression of Interest to identify community stakeholders who work specifically with Black, ethnocultural, and racialized offenders was launched in March 2023. Successful applicants will be added to CSC’s Stakeholder Registry and results will be shared with regions and sites for consideration. In addition, a research consultation strategy is underway that was shared with the National Ethnocultural Advisory Committee (NEAC) for input. The NEAC continued to meet virtually on a quarterly basis and met in person in October 2022 for the first time since June 2019. CSC continues to engage with Ethnocultural Advisory Committee members on a number of matters to improve services and interventions for Black, and other ethnocultural and/or racialized offenders.

While the restrictions in place throughout the COVID-19 pandemic have largely been lifted, restorative justice initiatives continue to feel the impact with a large backlog of cases. Active cases for the Restorative Opportunities (RO) program increased by 19%. This is, in part, because victim-offender mediation works best in person, as that is the only way to guarantee confidentiality and privacy between the RO mediator and victim-offender discussions. Furthermore, while technology helps maintain contact with some clients in the community between in-person visits, it is not effective in rural areas or those with clients who do not have adequate internet access or data plans suitable for this type of communication.

In August 2022, CSC and the PBC launched a joint Victims Survey, which was open until the end of November 2022. A summary document, shared on social media and on CSC and PBC websites, was created to highlight the preliminary results of the survey with a more thorough review and analysis underway. The survey results will help shape future victim services delivery, policy, communications, outreach, and will provide important information for the Evaluation of Victim Services set to begin in 2023–24.

CSC Victim Services engaged and maintained regular communications with Provincial and Territorial (P/T) Victim Services, as well as with F/P/T Prosecution Services to explore and implement options to strengthen continuity of services for victims across jurisdictions. This work

has reinvigorated inter-jurisdictional collaboration and communication and strengthened relationships with these partners and stakeholders.

Reaching victims from Indigenous, Black and other racialized communities, to ensure they are aware of CSC Victim Services and their rights, is a priority for CSC. Victim-serving agencies, that help individuals from Indigenous, Black, and other racialized and/or marginalized communities, such as Family Information Liaison Units from each P/T and staff from the Indigenous Justice Program at Justice Canada, were contacted by CSC and added to the Victim Services National Stakeholder Registry.

CSC continued work on proposed amendments to CD 784, Victim Engagement, continued updates to CD 786, Victim Complaints, and is revising the protocols and notification templates used to implement CD 784. Work continued to update and redesign the Victim Services Officer Training Program, which is a significant and multi-year undertaking. Staff at the five Regional Victim Services Units received training on policy revisions for registering victims pursuant to Section 26(3) of the *Corrections and Conditional Release Act*, fulfilling a commitment CSC made to the Office of the Privacy Commissioner.

The Victims Application Module (VAM) technical team implemented required changes to the Victims Portal, to be fully compliant with accessibility requirements. Work continues in the Case Assignment Matrix in VAM and the Victim Services Officer Workload Formula that will enable CSC to equitably assign work and serve the needs of victims. CSC met with the PBC in February 2023 to ensure consistency in how each agency retrieves data from VAM and accurate reporting since the system, including victim registration, is shared between both agencies.

All members of CSC’s advisory committees and of the NAACJ, are included in CSC’s policy consultation process and are regularly informed about operational changes relevant to their areas of interest. Citizens Advisory Committee (CAC) members were asked to consult inmates on their health care during institutional visits as CSC moves toward implementation of the Person Health Care Home model. In October 2022, at the first in-person meeting since February 2019 of the National Executive Committee of the CACs, members discussed updates to the 2020–25 CAC Strategic Plan and the CAC Constitution launched in June 2022, that created committee by-laws at the national, regional, and local levels.

CSC co-chairs the Interdepartmental Network on the Management of Volunteers that meets on a regular basis during the fiscal year, to discuss leading practices in volunteer management. Topics of focus and presentation include volunteer data management, security and candidate screening, and recruitment. The internal network of CSC’s Community Volunteer Coordinators meets regularly to discuss CSC’s volunteer management practices, including safety standards, student volunteers, screening, recruitment, recognition, and mentoring supports. Access to institutions, security screening, and volunteer recruitment have all been noted as some of the challenges in

the management of volunteers within CSC. Like the voluntary sector, volunteer numbers are reduced across the organization. CSC is focused on volunteer recruitment.

CSC developed documents that support volunteering in SIUs, including a guide, volunteer orientation, and an SIU inmate handbook. All are available on CSC's intranet. Volunteers provide valuable opportunities for interaction both inside the SIU as well as in the mainstream population.

Institutional chaplaincy services delivery improved in 2022–23 compared to the preceding two years, as institutional routines gradually returned to pre-pandemic norms enabling CSC to support a full range and frequency of services to offenders. Moreover, the renewal of the standing offer with the same provider in July 2022 ensured both uninterrupted chaplaincy service delivery to offenders, and stable employment for chaplains. CSC entered a services contract with a Directed Faith Community Reintegration Project in Toronto this reporting year to cultivate and develop appropriate faith-based responses that support the reintegration needs of racialized offenders returning to the community. The slow return of volunteer-led religious and spiritual activities impacted CSC's ability to meet the anticipated range of institutional chaplaincy contacts with offenders.

CSC completed all the identified action plans in response to recommendations from the [Evaluation of Institutional Chaplaincy Services](#).<sup>x</sup> Moreover, to strengthen and improve the delivery of chaplaincy services across the correctional continuum, CSC gives ongoing attention to action plan deliverables. To improve services for CSC's diverse inmate population, CSC introduced a mandatory review of the new CSC Mental Health Resource Kit, as part of the training/orientation for chaplains in addition to the cultural competency training that was introduced in 2019–20.

Following the 2019 [Evaluation of Correctional Reintegration Programs](#),<sup>xi</sup> CSC began a comprehensive review of the Integrated Correctional Program Model, the Indigenous Integrated Correctional Program Model, the Women Offender Correctional Program, and the Indigenous Women Offender Correctional Program. The purpose of the review was to simplify and streamline program content, while increasing cultural relevance of Indigenous correctional programs. A review of the training model for all correctional programs is currently underway.

Similarly, in response to the [Office of the Correctional Investigator 2020–21 Annual Report](#)<sup>xii</sup> recommendation, CSC completed revisions to the content of the Women Offender Correctional Programs in March 2023 to update, simplify, and streamline its content and include information on cultural relevancy. CSC completed revisions to the content of the Indigenous Women Offender Correctional Programs to increase relevance to the cultural background of the participants.

Since April 2022, CSC has gradually transitioned to a more normal routine; this allowed for the resumption of group program delivery as per policy. During 2022–23, timely access to

correctional programs improved compared to the previous year. The percentage of offenders with an identified need who completed a correctional program prior to first release increased from 67.9% in 2021–22 to 72.1% in 2022–23. CSC continues to focus on ensuring offenders have access to their correctional programs prior to their parole eligibility dates. Furthermore, CSC continues to explore ways to establish a sustainable approach to deliver correctional programs to offenders using virtual formats, and continued the Virtual Correctional Program Delivery pilot throughout 2022–23.

Education program results improved in 2022–23, with results meeting the performance target for the first time since the beginning of the pandemic. The percentage of offenders with a need who upgraded their education prior to first release increased from 59.8% in 2021–22 to 66.0% in 2022–23. The National Education Management Advisory Group met monthly to advance communication on education programs and provide an essential forum for sharing education initiatives at different sites, and to discuss any challenges and needs related to program delivery.

The Digital Education Project (DEP) pilot was first launched at Bath Institution in November 2020 and expanded in 2022–23 to several minimum and medium security institutions in the Ontario Region and to Dorchester Institution in the Atlantic Region. The aim of the pilot was to provide an opportunity for CSC to innovate in the area of computer-assisted learning in a controlled manner, and to offer opportunities for offenders to improve literacy levels and gain foundational computer skills. Through the DEP, offenders complete courses towards a high school diploma that focus on Indigenous languages and culture, and that contribute to obtaining vocational certifications and post-secondary credentials. The pilot enabled CSC to mobilize community partnerships and offer a variety of courses to engage with a broad range of learners.

Easing pandemic mitigation measures enabled increased offender participation in employment and employability programs. During 2022–23, results in employment and employability program delivery, including on-the-job and vocational training, improved compared to the previous two years, even though mitigation measures related to the pandemic necessarily continued to have a direct impact in the first half of the year. The institutional referral and review process was more effective and efficient during the reporting period as the percentage of employment intervention referrals actioned within 120 days of admission to federal custody increased to 81.4% as of the end of fiscal year 2022–23, from 70.5% in 2021–22, with no significant variance in results for Indigenous or women offenders. Moreover, of the offenders with an identified need for vocational training, the percentage who completed that training prior to first release showed an increase of approximately five percentage points to 62.6% over the previous year's 57.7%. Women offenders have had consistently higher results than men over the last five years and 2022–23 was no exception with women offenders at 77.7% and men offenders at 61.3%.

For offenders under community supervision, the percentage of employable time actually spent employed was 71.1% overall, with results for men at 72%, for women at 60%, and Indigenous offenders at 61.8%. Overall, results have improved in all three groups over the past two years. In



addition to the easing of pandemic restrictions, results were impacted by more availability of employment-related interventions and services during offenders' sentences (institution and community) as well as external factors such as unemployment rates, workforce availability, offenders' community stability, and collaborative approaches with internal and external partners.

CSC's Indigenous Offender Employment Initiative (IOEI) operates within CSC's Special Operating Agency, CORCAN, to enhance the employment and employability program for Indigenous offenders, particularly in the Prairie, Pacific, and Ontario Regions. CORCAN worked collaboratively with other areas in CSC, as well as with other federal government departments and non-governmental organizations to enhance and continue implementing IOEI as part of the employment program for Indigenous offenders. To develop agreements and share information about CORCAN, including the IOEI, CSC engaged with several First Nations communities, Tribal Councils and organizations in Saskatchewan and Manitoba. An open house was also hosted at Stony Mountain Institution to provide tours and information for representatives from First Nations communities, the Assembly of Manitoba Chiefs, an Indigenous-run organization, a local municipality, a non-profit housing association, and the John Howard Society of Manitoba. CSC engaged with a number of communities in Alberta province's southern and northern regions, including visits with eight First Nation communities, one Métis settlement, and one First Nations Chiefs Association.

CORCAN participated in networking opportunities that included committees, workshops, trade shows, and other forums, enabling CORCAN to make new contacts and share information with individuals representing First Nations, non-profit organizations, various associations, private sector business, and other government departments. In 2022–23, CORCAN became a member of the Council for the Advancement of Native Development Officers, attending forums it hosted in the Prairie Region. CORCAN continued its membership in the Leadership Circle with Indigenous Works, attending sessions that provided opportunities to connect with Indigenous communities, organizations, private employers, and governmental representatives. As well, in partnership with the Federation of Sovereign Indigenous Nations, CSC implemented a collaborative training project in the Prairie Region.

CSC's penitentiary agriculture program incorporates crop production, livestock operations (dairy and beef cattle), maple syrup production, and beekeeping at Joyceville and Collins Bay Institutions in the Ontario Region. Beekeeping is also successfully implemented at Stony Mountain Institution in the Prairie Region. CORCAN established two research agreements with post-secondary educational facilities in Ontario, one involving the planting of hazelnut trees on penitentiary agriculture land in Kingston and the other, for future research, to gather technical information through the dairy cattle operation. Collins Bay and Joyceville Institutions and the CORCAN agriculture program continue to partner with Kingston-based non-profit organizations by giving to the community through donations of food grown on site and items produced from on-the-job training.

CSC enhanced the national Social Programs portfolio in 2022–23, and developed activities to supplement the Structured Intervention Unit (SIU) Social Program in 2023–24. Because the nature of social programs makes tracking and reporting on participation in them difficult, CSC worked on establishing a process to track and report on both the performance of the revised Community Integration Program at men’s sites and on local unstructured social activities. This information will help CSC produce a comprehensive overview of unstructured social activities accessed by offenders in 2023–24.

During the reporting period, CSC fostered innovation and collaboration among Ethnocultural Site Coordinators to support site-level activities, interventions, and services specific to ethnocultural offenders (such as the 2023 Ethnocultural Calendar and ethnocultural book clubs).

Through the prototyping phase for OMS Modernization, it was determined that the functionalities for both Correctional Planning and Decisions and the administrative components for Virtual Correctional Program Delivery could be met by the vendor’s offerings, with minimal customization. The information captured for these projects through various consultations will be integrated into the modernized OMS.

CSC began implementing video visitation in 2018 to enhance family and community ties when in-person visitation is difficult or not possible. There are currently 66 Video Visitation Kiosks installed and dedicated for offender visits. An additional 161 Offender Video Kiosks are used in support of operations such as health care, program delivery, community programs, court, and legal-related visits. Video Visitation Kiosks are being replaced with Offender Video Kiosks as they allow correctional facilities flexibility in providing offenders with virtual communications via video. There were 55,850 successful video visitation calls in 2022–23. This is down from the peak of 63,506 in 2021–22 when in-person visitation was highly restricted.

## **Innovation**

Training is, and has been, an important part of the interventions offered to inmates. During 2022–23 additional vocational training options continued to be implemented including, for example, vocational training curricula from the Canadian Agricultural Safety Association. As well, actions related to a forestry management plan for the woodlot at Joyceville Institution will provide on-the-job training for offenders in environmental initiatives and forestry management. These initiatives open doors for offenders to obtain employment after their release through transferring skills and knowledge across various types of employment.

## **Key risks**

Corporate Risk 3: There is a risk that CSC will not be able to respond to the complex and diverse profile of the offender population.

- Continue to implement the Anijaarniq Inuit Strategy focussing on Inuit men and women offenders

- Continue to review, update, and implement the National Indigenous Plan and the Indigenous Intervention Centres as a core strategy to improve reintegration results for Indigenous offenders
- Continue to improve Elder contracting processes in consultation with Indigenous stakeholder groups
- Continue to enhance meaningful engagement with Indigenous communities
- Continue to implement CSC’s commitment to reintegration efforts for Indigenous offender from Budget 2017

Corporate Risk 5: There is a risk that CSC will not be able to maintain public confidence in the federal correctional system.

- Engage victims of crime and support delivery of victim-offender mediation services
- Continue to involve members of the general public in its operations (CACs, etc.)
- Contribute to offender rehabilitation and reintegration through the support and contributions of CSC volunteers
- Continue to engage appropriate criminal justice and community partners to help expand networks
- Continue to deliver nationally recognized correctional programs contribute to reduced re-offending including general and violent recidivism
- Continue to deliver education programs and services to provide offenders with the basic literacy, academic, and personal development skills that are needed for their safe reintegration into the community

Corporate Risk 6: There is a risk that CSC will lose support of partners delivering critical services and providing resources for offenders.

- Continue to engage appropriate criminal justice and community partners to provide supports and services to offenders and victims
- Increase volunteer involvement with faith-based organizations to enhance and sustain offender support opportunities

## Results achieved

The following table shows, for Core Responsibility 2: Correctional Interventions the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Offenders are prepared for their release from CSC’s jurisdiction as	Percentage of successful transitions to lower security (successful if no reclassification to higher security within 120 days)	94.6% – 95.1%	2023-03-31	92.7%	92.7%	90.9%

law-abiding citizens	Percentage of successful Indigenous offender transitions to lower security (successful if no reclassification to higher security within 120 days)	94.1% – 94.6%	2023-03-31	93.3%	92.3%	89.3%
	Median percentage of sentence served prior to first release, for offenders with moderate or high reintegration potential	43.9% – 53.0%	2023-03-31	44.7%	47.5%	43.2%
	Of the offenders with an identified need for a nationally recognized correctional program, the percentage who complete prior to first release <sup>11</sup>	80.4% – 84.6%	2023-03-31	69.0%	67.9%	72.1%
	Of the offenders with an identified need for an upgrade to their education, the percentage who upgrade prior to first release	65.7% – 67.1%	2023-03-31	57.9%	59.8%	66.0%
	Of the offenders with an identified need for vocational training (labour market skills), the percentage who complete prior to first release	60.6% – 65.6%	2023-03-31	61.3%	57.7%	62.6%
	Of the offenders with an identified need for employment in the community, the percentage who secure such employment prior to sentence expiry date	75.2% – 77.1%	2023-03-31	72.9%	75.1%	77.9%
	Of the offenders with an identified need for a nationally recognized correctional program, the percentage who complete prior to sentence expiry date	80.1% – 84.8%	2023-03-31	78.4%	73.4%	70.2%
	Of the Indigenous offenders who identify an	94.7% – 95.9%	2023-03-31	91.8%	92.7%	92.1%

<sup>11</sup> Results have declined partly due to the necessary measures and health restrictions imposed to help ensure health and safety of employees, offenders, and the public. Mitigation strategies were implemented and continued to be explored to maximize correctional intervention results.

interest in following a traditional healing path, the percentage who receive an Elder Review (Elder reviews are required as part of a traditional healing path)						
Percentage of offenders who, five years after the end of their sentence, have not been readmitted to federal custody	83.8% – 85.1%	2023-03-31	87.5%	88.0%	88.6%	
Percentage of Indigenous offenders who were granted a discretionary release at the time of their first release <sup>12</sup>	27.9% – 39.1%	2023-03-31	38.6%	35.9%	40.1%	

Financial, human resources and performance information for CSC's [program inventory](#)<sup>xiii</sup> is available in [GC InfoBase](#).<sup>xiv</sup>

### Budgetary financial resources (dollars)

The following table shows, for Core Responsibility 2: Correctional Interventions, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
483,788,435	483,788,435	509,283,234	470,173,345	-13,615,090

Financial, human resources and performance information for CSC's [program inventory](#)<sup>xv</sup> is available in [GC InfoBase](#).<sup>xvi</sup>

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
4,312	4,345	33

<sup>12</sup> The indicator calculates the percentage of Indigenous offender discretionary first releases as compared to the total number of Indigenous offender first releases.

The variance of \$25.5 million between the total authorities available for use and the planned spending is mainly due to in-year increases in authorities and internal budget adjustments between programs:

- An increase in operating authority of \$13.4 million for CORCAN prior year revenues;
- An increase in capital authority of \$5.8 million for re-allocation of funding from Core Responsibility 1: Care and Custody;
- An increase in operating authority of \$5.6 million carried forward from 2021–22;
- An increase in operating authority of \$3.2 million in Supplementary Estimates B for COVID-19 funding (\$4.3M) and a decrease in quasi-statutory funding (\$1.1M);
- An increase in operating authority of \$0.6 million for employee compensation including retroactive payments due to the signing of collective agreements;
- An increase in operating authority of \$0.2 million for the reimbursement of Vacation Cash-out;
- An increase in operating authority of \$0.1 million for the reimbursement of expenditures related to Phoenix damages; and
- A decrease in statutory authority of \$3.4 million for the contribution to employee benefits plans.

Taking into consideration the above requirements, Correctional Interventions' authorities available for use were \$509.3 million and the variance with the actual spending was \$39.1 million, which was made available in the calculation of the carry forward to 2023–24.

The above variance analysis also explains the major variances at the program level under Core Responsibility 2 Correctional Interventions.

Financial, human resources and performance information for CSC's [program inventory](#)<sup>xvii</sup> is available in [GC InfoBase](#).<sup>xviii</sup>

## **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.

### **Results**

At the National level, electronic monitoring continues to be used in all five regions. During fiscal year 2022–23, on average, 161 offenders were being monitored electronically at any given time. The initial review and update of CD 566-11, Electronic Monitoring of Offenders, and the related Guidelines 566-11-1, Electronic Monitoring of Offenders, were recently completed as part of CSC’s cyclical policy review and incorporated changes to strengthen roles and responsibilities, and to clarify procedures. Over 25 electronic monitoring specialists were trained across the country during 2022–23 in the application of devices and ongoing training sessions are being delivered.

CSC formed new partnerships in 2022–23, increasing community-based residential facility (CBRF) capacity nationally by 19 beds including two beds that are fully accessible for those with mobile impairments, one of which could be used for an aging offender, two for offenders with intensive needs, and five for Indigenous men offenders. Additionally, 25 existing beds in one region were converted into specialized beds to better support releases to the area; three beds are reserved for an alternative-to-suspension program, five for an Inuit offender program, two for offenders with mental health needs, and 15 for aging offenders. As of December 31, 2022, the national bed utilization rate for contracted CBRFs is 74.2%.

CSC completed a national per diem funding framework review and, as a result, will be providing CBRF partners with increased funding for fiscal 2023–24 based on the Consumer Price Index of 7%, to 30% to better align with fair market value for the services provided. The framework provides a benchmark against which to assess existing per diems and future requests for increases.

The Offender Accommodation Management (OAM) system is being used consistently across the country and the quality of information pertaining to offender accommodation is continually being reviewed and analyzed for its accuracy. To ensure consistency and data validity with respect to utilization, regions will continue to send monthly reports to be cross referenced with OAM.

CSC developed an updated health-focused Intake, Transfer and Discharge Planning Guideline that highlights timely information sharing and the importance of a multidisciplinary team

approach to discharge planning and continuity of care following release, especially for individuals with complex needs. The Guideline was approved and will be promulgated with the revised Mental Health Guidelines by September of 2023. CSC completed the roll out of its new Medication Reconciliation Module in the Electronic Medical Record that is currently being used by all health staff.

## Key risks

Corporate Risk 5: There is a risk that CSC will not be able to maintain public confidence in the federal correctional system.

- Continue to engage appropriate criminal justice and community partners to provide supports and services for offenders

Corporate Risk 6: There is a risk that CSC will lose support of partners delivering critical services and providing resources for offenders.

- Implement strategies to improve community accommodation planning and management to maintain and improve partnerships with service providers

## Results achieved

The following table shows, for Core Responsibility 3: Community Supervision, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Offenders are law-abiding citizens while under community supervision	Percentage of offenders on conditional release successfully reaching sentence expiry date without re-admission (no revocation, charge or conviction)	55.9% – 59.9%	2023-03-31	61.6%	61.2%	57.7%
	Rate of convictions on supervision for offences resulting in death, per 1,000 offenders (Objective: Zero)	0.54 – 0.64	2023-03-31	0.77	0.35	0.72
	Rate of convictions on supervision for serious or violent offences, per 1,000 offenders	23.4 – 26.6	2023-03-31	23.6	23.6	22.2
	The percentage of offenders with a completed review of their	95%	2023-03-31	87.0%	83.6%	88.0%



	health care needs prior to release <sup>13</sup>					
	Percentage of employable time spent employed, for offenders under community supervision	63.2% – 66.3%	2023-03-31	62.7%	68.5%	71.1%
	Percentage of offenders with a residency requirement successfully transitioning out of residency (no revocation, charge or conviction)	60.2% – 62.6%	2023-03-31	62.5%	58.1%	57.9%

Financial, human resources and performance information for CSC’s [program inventory](#)<sup>xxix</sup> is available in [GC InfoBase](#).<sup>xx</sup>

### Budgetary financial resources (dollars)

The following table shows, for Core Responsibility 3: Community Supervision, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
174,420,226	174,420,226	184,604,661	183,033,504	8,613,278

Financial, human resources and performance information for CSC’s [program inventory](#)<sup>xxi</sup> is available in [GC InfoBase](#).<sup>xxii</sup>

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
235	237	2

The variance of \$10.2 million between the total authorities available for use and the planned spending is mainly due to in-year increases in authorities and internal budget adjustments between programs:

- An increase in operating authority of \$7.0 million carried forward from 2021–22;

<sup>13</sup> In addition to measures related to the COVID-19 response, CSC also noted, through Quality Improvement projects, that while review of health needs are completed prior to release in nearly all cases, these are not always consistently documented. Work is ongoing to improve efficiency and ensure clear and complete documentation.

- An increase in operating authority of \$2.4 million in Supplementary Estimates B for quasi-statutory funding;
- An increase in operating authority of \$0.6 million for re-allocation of funding from Core Responsibility 1: Care and Custody;
- An increase in operating authority of \$0.4 million for employee compensation including retroactive payments due to the signing of collective agreements; and
- A decrease in statutory authority of \$0.2 million for the contribution to employee benefits plans.

Taking into consideration the above requirements, Community Supervision's authorities available for use were \$184.6 million and the variance with the actual spending was \$1.6 million, which was made available in the calculation of the carry forward to 2023–24.

The above variance analysis also explains the major variances at the program level under Core Responsibility 3 Community Supervision.

Financial, human resources and performance information for CSC's [program inventory](#)<sup>xxiii</sup> is available in [GC InfoBase](#).<sup>xxiv</sup>

## 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 service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

### Results

CSC is reviewing performance measures related to the offender complaints and the grievance process in concert with an examination of the internal/external operating pressures that contribute to performance results. Challenges CSC faces in this area that were reported in 2022–23 include multiple-page handwritten grievances that can be difficult to read, inmates submitting a large number of grievances that might obscure rather than clarify the actual complaint, increasing population diversity that may lead to more use of the grounds of discrimination as defined in section 3 of the *Canadian Human Rights Act* as a basis for a grievance, a high turnover of staff at all levels leading to an increased need for training on the Complaint and Grievance process, and the sheer overall volume of grievance submissions. In responding to these challenges, CSC established the Complaint and Grievance Resolution Review Committee (CGRRC) in November 2022 made up of representatives from the Policy Sector (Offender Redress Division) and Health Services Sector, as well as regional/site representatives.

The Citizen Advisory Committee, in its role as observer within the operational site, participates in the GCRRC reviews. The committee’s mandate was to address the grievances of approximately 50 offenders, who, due to their frequent submission of grievances, have clogged the grievance process. Within the scope of this project, complaints and grievances submitted by these offenders in each region were reviewed and resolved by the CGRRC. Following the successful completion of the grievance reviews, meetings in the Pacific, Prairie, Ontario,

Quebec, and Atlantic Regions, and efforts to identify common concerns among offenders, approximately 3,400 complaints and grievances were resolved within six months of the pilot project bringing CSC closer to compliance with timeframes for addressing grievances.

To ensure CSC continues to meet its obligations under the Open Government Priority, in 2022, CSC commenced the migration of Access to Information and Privacy (ATIP) AccessPro platform to ATIPXpress to enhance ATIP's capacity to respond to information requests by Canadians. In addition, in fall 2022, CSC established the ATIP Disclosure and Law Enforcement Team (DLET) responsible for engaging with Provincial and Territorial Crown Attorneys, Law Enforcement agencies and other public safety organizations to exchange information to foster public safety and protection of Canadians. Since commencing operations, DLET has responded to over 700 requests, reviewed 770,000 pages, and released approximately 550,000 pages to justice partners.

CSC's Accessibility Plan was published on November 29, 2022, and, in accordance with the *Accessible Canada Act*, the Accessibility Commissioner was informed. CSC continues to support the ongoing coordination of the working group for Persons with Disabilities and will need to commit resources to meet legislative obligations. The Victims Application Module technical team implemented required changes to the Victims Portal, to be fully compliant with accessibility requirements for victims of crime who access the Portal.

CSC created values and ethics modules for the Correctional Training Program (CTP), and implemented the annual distribution of the Commissioner's message on Values, Ethics, and Standards of Professional Conduct. CSC provides sessions on values and ethics awareness, and on conflict-of-interest approaches. CSC created, and supports its Ethical Risk Action Committee as it works to identify actions that effectively prevent and mitigate CSC's ethical risks. Values and ethics training components have been updated and are included in both the New Employee Orientation Program and the CTP. CSC is conducting an Audit of Organizational Culture for which interviews and focus groups were completed during 2022–23. The audit will assess whether the actual organizational culture is in-line with its desired culture. This audit is an important way to help guide the organization in adopting measures that will help improve the culture and the way CSC works. The audit report is planned to be published during the winter of 2023–24.

As part of its ongoing efforts to promote respectful workplaces, CSC launched a new office, the Ombuds for Workplace Well-being. The Ombuds provides an impartial, confidential, safe space for employees at all levels to raise workplace issues without fear of reprisal or judgement. It is an informal early resolution office where employees can speak freely about workplace issues and explore options to resolve them informally.

CSC successfully renewed all applicable Exchange of Service Agreements before the expiration dates. In addition, by the end of 2022–23 eight Memoranda of Understanding (MOUs) related to

sharing court information were finalized and implemented between CSC and Saskatchewan, Alberta, Yukon, Newfoundland, Nunavut, Manitoba, Northwest Territories and Prince Edward Island, for which the technical solutions continue to work effectively. CSC continues to be in active negotiations with the remaining provinces (Quebec, Nova Scotia, New Brunswick, Ontario, and British Columbia) to finalize MOUs and implement technical solutions.

CSC continued contributing to the Group of Friends of Corrections in Peace Operations. In 2022–23, CSC provided a staff member as a trainer in a pre-deployment training course in Sweden for participants who will be deployed in peace operation missions. As well, CSC participated in a corrections conference held at the Permanent Mission of Canada to the United Nations in New York, and in the 2nd Criminal Justice Forum for Asia and the Pacific in February 2023.

In May 2022, CD 100, Gender Diverse Offenders, a new overarching policy was promulgated. It provides direction on the management of the gender diverse offender population and protects their human rights while maintaining safety at all operational sites. As well, CSC signed a Memorandum of Understanding (MOU) with the University of Victoria to conduct a comprehensive assessment of challenges relative to managing gender diverse offenders. CD 100 reflects CSC's commitment to meeting the needs of its gender diverse offender population in ways that respect their human rights and ensure their safety and dignity as well as the safety of others in institutions and the community.

At the same time, CSC promulgated CD 574, Sexual Coercion and Violence (SCV) to reinforce CSC's commitment to ensure the provision of safe and secure environments for all inmates. This CD streamlines existing direction into one cohesive policy, provides clarification and important guidance to staff, and supports findings from investigations, lessons learned, and recommendations from the Office of the Correctional Investigator of Canada.

CSC launched a new Workplace Environment Free of Bias and Racism training program to be implemented over a three-year period (2022–25). Other Indigenous and diversity-focused training programs offered by CSC include Foundations for Indigenous Corrections, Diversity and Cultural Competence Training, Unconscious Bias, and Uniting Against Racism. A Manager's Action Toolkit will soon be introduced.

In 2020, CSC launched its Anti-Racism Framework that includes actions across three main pillars: employees, offenders and stakeholders. CSC is continuously seeking collaborations and partnership with advisory committees and employee networks. In January 2022, the department launched a new team dedicated to anti-racism, diversity and inclusion. In 2022–23, CSC organized regional consultations with racialized employees, offenders, stakeholders and community-based organizations in order to present the efforts being made to identify systemic barriers, better understand the issues and identify possible actions.

For more than 20 years, the Employment Equity Diversity Committees (EEDC) at CSC has supported the organization by celebrating commemorative dates that highlight and recognize the rich contribution of employment equity groups in the organization and around the world. In fiscal year 2022–23, the National EEDC hosted 32 events on different topics including anti-racism, mental health as well as Black and Indigenous history. A total of 4,137 employees and stakeholders attended regional and national events organized by the committee in collaboration with CSC’s Black employee network.

To heighten both credibility and transparency, CSC offered opportunities for subject matter experts from regions and specific areas at National Headquarters (Indigenous Initiatives, Correctional Operations and Programs, Health Services and Policy) to receive media spokesperson training. During the reporting period five, three-day sessions took place in which 31 staff from across the country were trained. CSC provided interviews and outreach activities on a wide variety of topics, including SIUs, Indigenous corrections, health services, COVID-19, and sexual coercion and violence.

CSC monitors representation of employment equity (EE) groups among staff. Through 2022–23 among CSC staff nationally, representation of women increased from 50.2% to 50.9% (workforce availability (WFA) was 53.4%), Indigenous peoples slightly decreased from 9.9% to 9.7% (WFA was 7.4%), representation of racialized persons increased from 11.1% to 11.5% (WFA was 10.1%), and for persons with disabilities it decreased from 6.5% to 6.2% (WFA was 9.4%). Available staffing flexibilities, such as invoking an Organizational Need criterion to support business objectives as part of a selection process or selecting a candidate based on Employment Equity considerations, continue to be encouraged by human resource advisors and used by managers. In spring 2023, human resource advisors received training that addressed EE considerations. Through 2022–23, CSC worked to attract and hire health services professionals in a highly competitive market and will continue to monitor its success to determine future recruitment directions.

CSC continued the revision of its Women Centered Training to ensure that staff working with women offenders have the skills, knowledge, and support necessary to carry out their duties. By March, a revised training structure was completed, and content development had commenced to include culturally-appropriate case studies to better integrate Indigenous content and social histories. Revisions will include the integration of relevant gender-responsive training principles with an emphasis on the revitalization of Creating Choices principles.

In 2022–23, CSC showed its commitment to supporting the mental health readiness and resiliency of frontline staff by allocating resources to a dedicated work unit focused on employee mental health. The Employee Mental Health Unit will advance proactive initiatives that positively impact employee health and wellness outcomes. As well, the unit will coordinate existing resources to maximize outcomes, and develop resources and initiatives to support employees, managers, and worksites.

CSC is working through an MOU with Memorial University of Newfoundland, to conduct a longitudinal study of occupational stress injuries and mental health status among new correctional officers in federal institutions. In addition, in 2022–23, CSC launched LifeWorks, which is a comprehensive suite of tools and resources for employees, their families, and their dependents.

The Foundations for Indigenous Corrections (FIC) training was developed to ensure CSC staff working with Indigenous offenders understand the Indigenous continuum of care. During fiscal 2022–23, a 16-hour FIC module was added to the Correctional Training Program for Correctional Officers (CX), and a 7.5-hour module was added for all new employees who are not CX staff. By March 2023, 69 non-CX employees and 462 CXs completed FIC module training.

CSC developed a new National Training Standard Orientation segment for the Pathways initiative. Train-the-trainer sessions were successfully delivered in October 2022 in all five regions. Pathways unit staff are now being trained, and that will continue into fiscal 2023–24.

Case Management for Correctional Managers training was revised to include a section on Indigenous offenders and to mirror the new Case Management for Primary Workers, ensuring Primary Workers are supported in their roles and responsibilities. In January 2023, a train-the-trainer session was delivered for the women institutions that focused on the importance and relevance of Indigenous Social History in recommendations and decisions.

CSC's 2022–25 Strategic Plan for People Management and its 2022–25 Comprehensive Plan on Employment Equity, Diversity, and Inclusion were approved and implemented, and progress will be monitored and shared on an annual basis. Both these plans provide the direction for CSC as it focuses on building and sustaining a workforce that reflects the diversity of the Canadian population at all levels and that of the public CSC serves.

During 2022–23, CSC developed a three-hour training module titled United Against Racism that is available in online and virtual delivery modes. The virtual content, composed of scenarios, aims to apply the concepts seen in the online training and was developed based on recommendations from internal and external partners.

Following CSC's participation in the Official Languages Maturity Model (OLMM) exercise conducted by the Office of the Commissioner of Official Languages, CSC developed a Progress Plan to address identified areas needing improvement. The approved plan was submitted to the Office of the Commissioner of Official Languages in November 2022. The OLMM Progress Plan includes 14 indicators on which CSC will focus its attention through to 2024–25. The Progress Plan is being integrated into CSC's 2022–25 Official Languages Action Plans to facilitate implementation and the monitoring of progress.

CSC continued working with partners at Public Services and Procurement Canada on supporting transition of the stabilization and pay human resource system. Work continues on regular in-

flight pay support, escalation case management, targeted project activities, and timeliness improvement efforts in HR2 Pay processing. An action plan for 2023–24 was developed that focuses on targeted timeliness risks within transactions through increased manager awareness and tools, new management team improvement goals against refined data dashboard information, and the implementation of new automated functionality within CSC’s human resources management system in support of a more efficient and accurate HR2 Pay process linked to staffing. System development work and improvements in timely reporting in 2022–23 will provide the management team with a better view of results, and of the risks associated with delays.

CSC has completed part of a two-phase mitigation strategy to manage the risk of the current Resource Management Tool that is no longer supported. Phase 1 is an interim solution that uses Power BI. All reports were migrated to Power BI and User Acceptance Testing was completed in winter 2023. Change management, training and communication activities are underway with a planned ‘Go Live’ in fall 2023.

Phase 2 is a permanent replacement of the Resource Allocation Tool and the Resource Management Tool with a SAP-based reporting and analytics solution that will address all the business requirements that were established in 2017, and revised in 2021. In 2022–23, CSC continued planning for the implementation of a long-term SAP-based solution that will meet the business requirements of both applications.

An interim regional pharmacy management solution was implemented in Ontario and Prairie Regions in the fall of 2022. Implementation of a national end-state Regional Pharmacy Management System (RPMS) was postponed because of contracting delays, and the subsequent change in approach to focus on locally installed regional application servers rather than cloud-based architecture. Installation of the new RPMS is now scheduled for 2023–24, pending approval of IT Security and Project Governance committees. Incremental updates to improve the Electronic Medical Record’s (EMR) performance and stability continued. An external firm has been engaged to do a detailed technical review and provide recommendations on how to further enhance performance and stability. CSC rolled out the new Medication Reconciliation Module in the EMR in March 2023 and it is currently being used by all health staff.

CSC is working on digitization and modernization initiatives by initiating the Offender Case File Digitization/Digital record office proof of concept, to meet accessibility and Policy on Service and Digital requirements. The anticipated completion date is end of 2024. To support the transition to digital, CSC conceptualized an Offender Digital Record and developed a digital protocol, outlining the framework, access controls, scope, naming convention, folder structure, information, and data requirements, as well as enabled the creation of a project charter and a lessons-learned document. The exercise provided a good understanding of the challenges, risks and considerations for larger offender case file projects, and paper-scanning requirements. This



work will also be leveraged as part of CSC’s modernization of its existing Offender Management System.

The transformation of National Headquarters’ office spaces continued; future work will be influenced by decisions regarding the return to the office in hybrid mode. CSC continued to work towards strengthening materiel management activities across the organization. CSC participated in inter-departmental working groups and committees to shape materiel management guidance on the return to the office post-pandemic, and to discuss a common approach to managing the divestment of surplus furniture. In 2022–23, CSC processed the divestment of significant amounts of surplus furniture and office supplies related to the transition to a hybrid working model. CSC completed a department-wide annual asset verification for fiscal year 2022–23. The exercise followed a wall-to-wall methodology, the first one after two years of verifications based on the COVID-19 risk management approach.

CSC continued its unified approach to contracting which generated efficiencies and cost savings, and strengthened and enhanced its training requirements and courses. To support Treasury Board’s mandatory training requirements for procurement functional specialists, the CSC National Training Standard was updated to reflect the new requirement to complete the COR409 Considerations in Indigenous Procurement.

CSC’s revised Financial Directive (FD) 350-3 Contracting, and the supporting CMS-INST-2015-017 Contract Review Board instructions were issued and published. These revised policy instruments strengthen and clarify roles and responsibilities and support the Treasury Board Directive on the Management of Procurement. A subsequent review of FD 350-3 Contracting and CMS-INST-2015-017 instructions is underway to ensure they reflect and support revised and new procurement requirements.

The new CSC Framework on the Management of Procurement and Materiel was issued and published in accordance with the Treasury Board Directive on the Management of Procurement requirement for departments to have a framework in place. The framework provides effective governance through requirements for internal controls and sound management of procurement and materiel management activities.

## **Contracts awarded to Indigenous businesses**

Correctional Service Canada is a Phase 1 department. In its 2023–24 Departmental Plan, the department forecasted that, by the end of 2022–23, it would award 5% of the total value of its contracts to Indigenous businesses.

As shown in the following table, CSC awarded 6.73% of the total value of its contracts to Indigenous businesses in 2022–23.

Contracting performance indicators	2022–23 Results
Total value of contracts* awarded to Indigenous businesses† (A)	\$38,395,589.52
Total value of contracts awarded to Indigenous and non-Indigenous businesses‡ (B)	\$633,414,023.65
Value of exceptions approved by deputy head (C)	\$0.00
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	6.06%

\*Includes contract amendments with Indigenous businesses. May include subcontracts.

†For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)<sup>xxv</sup> for contracts under the [Procurement Strategy for Aboriginal Business](#)<sup>xxvi</sup> and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.

‡Includes contract amendments.

CSC continues to actively support the Government of Canada’s annual commitment of meeting a minimum target of 5% of the total value of contracts are awarded to Indigenous businesses through various procurement activities. CSC is on track to meet the forecasted and planned target of 5%.

For 2022–23, CSC conducted procurement activities to support Indigenous businesses. CSC completed and submitted the 2022–23 Procurement Strategy for Indigenous Business (PSIB). Internal contracting policies and internal governance were strengthened in the area of Indigenous procurement (e.g., FD 350-3 Contracting, CMS-INST-2015-017 Contract Review Board Instructions, and the CSC Procurement and Materiel Management Framework).

Annual procurement planning exercises were strengthened by increasing awareness and guidance for PSIB set-asides, and requirements for stakeholders. The annual CSC National Procurement Plan exercise now includes a requirement for clients to identify if a planned procurement can be a PSIB set-aside, as well as making it a multi-year planning exercise. As well, reminders were sent to stakeholders in regards to the importance of meeting the 5% target, included more background details provided in the PSIB call-letter, included an article in the Materiel Matters monthly national newsletter, and added an Indigenous procurement section to the CSC intranet page.

CSC commenced a contracting data analytics review of procurement trends and to identify gaps to better align procurements, which includes support in meeting the 5% target.

CSC enhanced CSC’s Financial Integrated and Materiel Management System to include a new mandatory field in the Purchasing Module for Blanket Purchase Agreements to identify whether a contract is a PSIB set-aside or not.

Mandatory training requirements were strengthened for contracting officers in the area of Indigenous procurement. The CSC National Training Standard for Procurement Specialist was

revised to include the Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service. As well, a new requirement for all CSC contracting authorities to complete the COR409 course to obtain a specimen signature card, and encouraged the completion of the COR409 course for budget managers and administrative staff as part of the FD 350-3 Contracting. Across CSC, 100% of contracting authorities have completed COR409.

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
405,776,051	405,776,051	462,862,063	420,392,409	14,616,358

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
2,886	3,020	134

The variance of \$57.0 million between the total authorities available for use and the planned spending is mainly due to in-year increases in authorities and internal budget adjustments between programs:

- An increase in operating authority of \$27.2 million carried forward from 2021–22;
- An increase in operating authority of \$20.7 million in Supplementary Estimates B for COVID-19 funding;
- An increase in capital authority of \$7.0 million carried forward from 2021–22;
- An increase in operating authority of \$2.9 million for employee compensation including retroactive payments due to the signing of collective agreements;
- An increase in operating authority of \$1.1 million for the Application Modernization initiative (horizontal item);
- An increase in operating authority of \$0.4 million for the reimbursement of Vacation Cash-out;
- An increase in operating authority of \$0.1 million for the reimbursement of expenditures related to Phoenix damages; and

- A decrease in statutory authority of \$2.4 million for the contribution to employee benefits plans.

Taking into consideration the above requirements, Internal Services' authorities available for use were \$462.9 million and the variance with the actual spending was \$42.5 million, which was made available in the calculation of the carry forward to 2023–24.

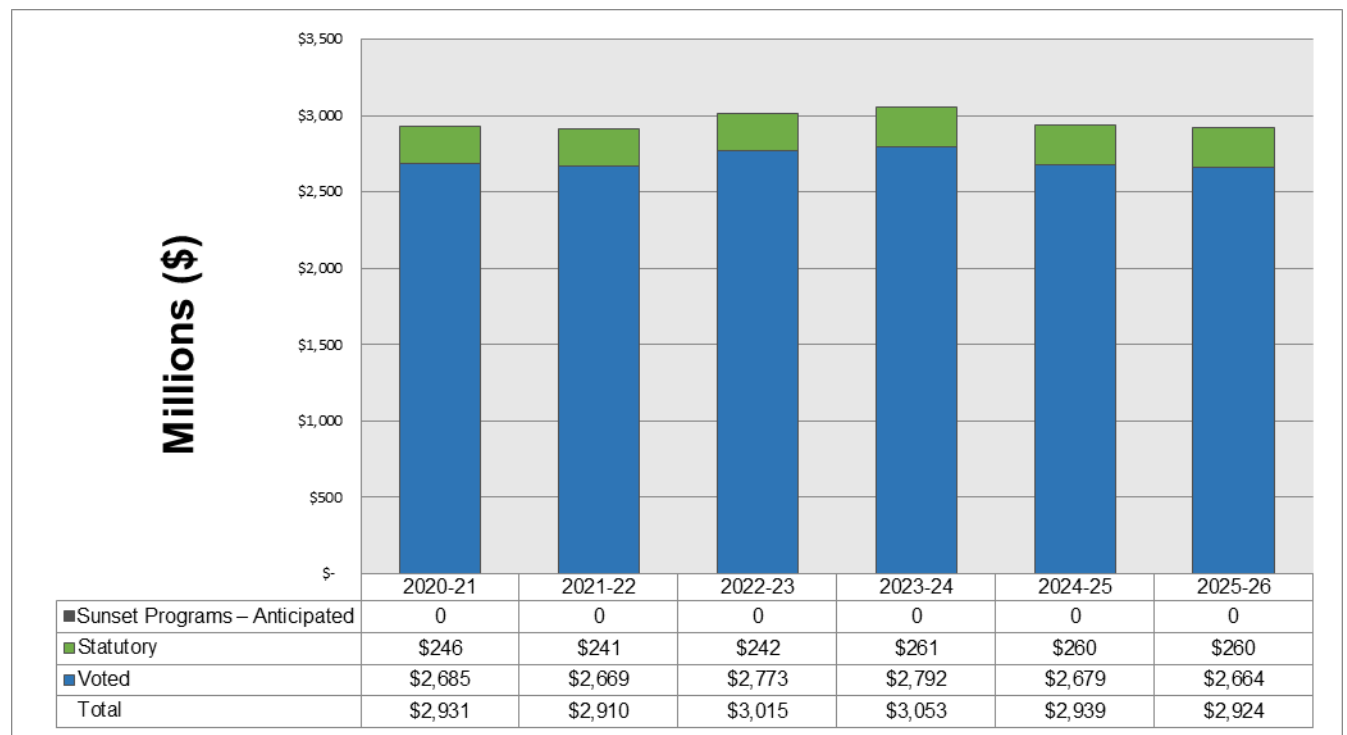
The above variance analysis also explains the major variances at the program level under Internal Services.

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

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



The table shows details of CSC's planned spending in \$ millions for 2020–21, 2021–22, 2022–23, 2023–24, 2024–25 and 2025–26. In 2020–21, there was 246 million of spending on statutory and 2,685 million on voted for a total of 2,931 million. In 2021–22, there was 241 million of spending on statutory and 2,669 million on voted for a total 2,910 million. In 2022–23, there was 242 million of spending on statutory and 2,773 million on voted for a total of 3,015 million. In 2023–24, there will be 261 million of spending on statutory and 2,792 million on voted for a total of 3,053 million. In 2024–25, there will be 260 million of spending on statutory and 2,679 million on voted for a total of 2,939 million. In 2025–26, there will be 260 million of spending on statutory and 2,664 million on voted for a total of 2,924 million.

## Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for CSC’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 main estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
1.0 Care and Custody	1,986,742,750	1,986,742,750	1,997,432,243	1,882,801,575	2,175,409,705	1,875,093,281	1,862,657,518	1,941,837,555
2.0 Correctional Interventions	483,788,435	483,788,435	476,953,819	475,537,234	509,283,234	495,803,539	474,630,158	470,173,345
3.0 Community Supervision	174,420,226	174,420,226	177,579,046	177,583,880	184,604,661	172,006,751	175,810,644	183,033,504
<b>Subtotal</b>	<b>2,644,951,411</b>	<b>2,644,951,411</b>	<b>2,651,965,108</b>	<b>2,535,922,689</b>	<b>2,869,294,600</b>	<b>2,542,903,571</b>	<b>2,513,098,320</b>	<b>2,595,044,404</b>
Internal services	405,776,051	405,776,051	401,090,860	402,829,565	462,862,063	388,312,515	396,824,933	420,392,409
<b>Total</b>	<b>3,050,727,462</b>	<b>3,050,727,462</b>	<b>3,053,055,968</b>	<b>2,938,752,254</b>	<b>3,332,159,663</b>	<b>2,931,216,086</b>	<b>2,909,923,253</b>	<b>3,015,436,813</b>

For 2022–23, CSC’s actual spending was lower than planned spending by \$35.3 million.

CSC’s total authorities available for use were increased by \$281.4 million. Taking into consideration this increase, CSC’s total authorities available for use were \$3,332.2 million and the variance with the actual spending was \$316.7 million. Of this variance, a total of \$161.2 million in operating and capital funds were requested to be reprofiled to future years and \$143.5 million in operating and capital funds were requested to be carried forward to 2023–24.

The net increase in authority of \$281.4 million is due to the following:

- An increase in operating authority of \$113.9 million in Supplementary Estimates B for COVID-19 funding (\$63.3M), for Class Actions reprofiled funding (\$38.8M) and for quasi-statutory funding (\$11.8M);
- An increase in operating authority of \$108.3 million carried forward from 2021–22;
- An increase in capital authority of \$46.3 million carried forward from 2021–22;
- An increase in operating authority of \$13.4 million for CORCAN prior year revenues;
- An increase in operating authority of \$11.0 million for employee compensation including retroactive payments due to the signing of collective agreements;
- An increase in operating authority of \$3.4 million for sale of surplus Crown assets;
- An increase in operating authority of \$1.1 million for the Application Modernization initiative (horizontal item);
- An increase in operating authority of \$0.8 million for the reimbursement of Vacation Cash-out;

- An increase in operating authority of \$0.3 million for the reimbursement of expenditures related to Phoenix damages; and
- A decrease in statutory authority of \$17.1 million for the contribution to employee benefits plans.

Carry forward amounts in 2022–23 were mainly impacted by vacant positions caused by staffing challenges, and shortages of professional services and specialized materials. Planned capital expenditures were not reached, due to delays in projects and purchase of equipment. All unused funding was either requested for reprofile or has been made available in the carry-forward calculations to 2023–24.

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of CSC’s core responsibilities and to internal services.

### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
1.0 Care and Custody	10,576	10,715	11,049	10,833	10,940	10,803
2.0 Correctional Interventions	4,289	4,310	4,312	4,345	4,362	4,362
3.0 Community Supervision	230	234	235	237	238	238
<b>Subtotal</b>	<b>15,095</b>	<b>15,259</b>	<b>15,596</b>	<b>15,415</b>	<b>15,540</b>	<b>15,403</b>
Internal services	2,751	2,833	2,886	3,020	2,971	2,971
<b>Total</b>	<b>17,846</b>	<b>18,092</b>	<b>18,482</b>	<b>18,435</b>	<b>18,511</b>	<b>18,374</b>

The variance between planned and actual FTEs of 47 is mostly explained by attrition and recruitment challenges as CSC continues to work to staff planned positions across the country.

## Expenditures by vote

For information on CSC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>xxvii</sup>

## Government of Canada spending and activities

Information on the alignment of CSC’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xxviii</sup>

## Financial statements and financial statements highlights

### Financial statements

The Correctional Service of Canada’s financial statements (unaudited) for the year ended March 31, 2023, are available on the [department’s website](#).<sup>xxix</sup>

### Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results (Restated) <sup>14</sup>	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	3,100,665,959	3,149,676,342	3,123,208,423	49,010,383	26,467,919
Total revenues	50,790,408	52,032,477	42,941,395	1,242,069	9,091,082
Net cost of operations before government funding and transfers	3,049,875,551	3,097,643,865	3,080,267,028	47,768,314	17,376,837

The 2022–23 planned results information is provided in CSC’s [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>xxx</sup>

Over 90% of CSC’s total expenses are personnel costs, amortization, utilities, supplies and professional services. As reflected in the Consolidated Financial Statements, CSC’s total expenses increased by \$26.5 million compared to 2021–22 primarily due to an increase in salary costs, increase in Community Residential Facility contracts, increase in Exchange of Services Agreement with the provinces and increased cost of utilities, materials and supplies (such as raw

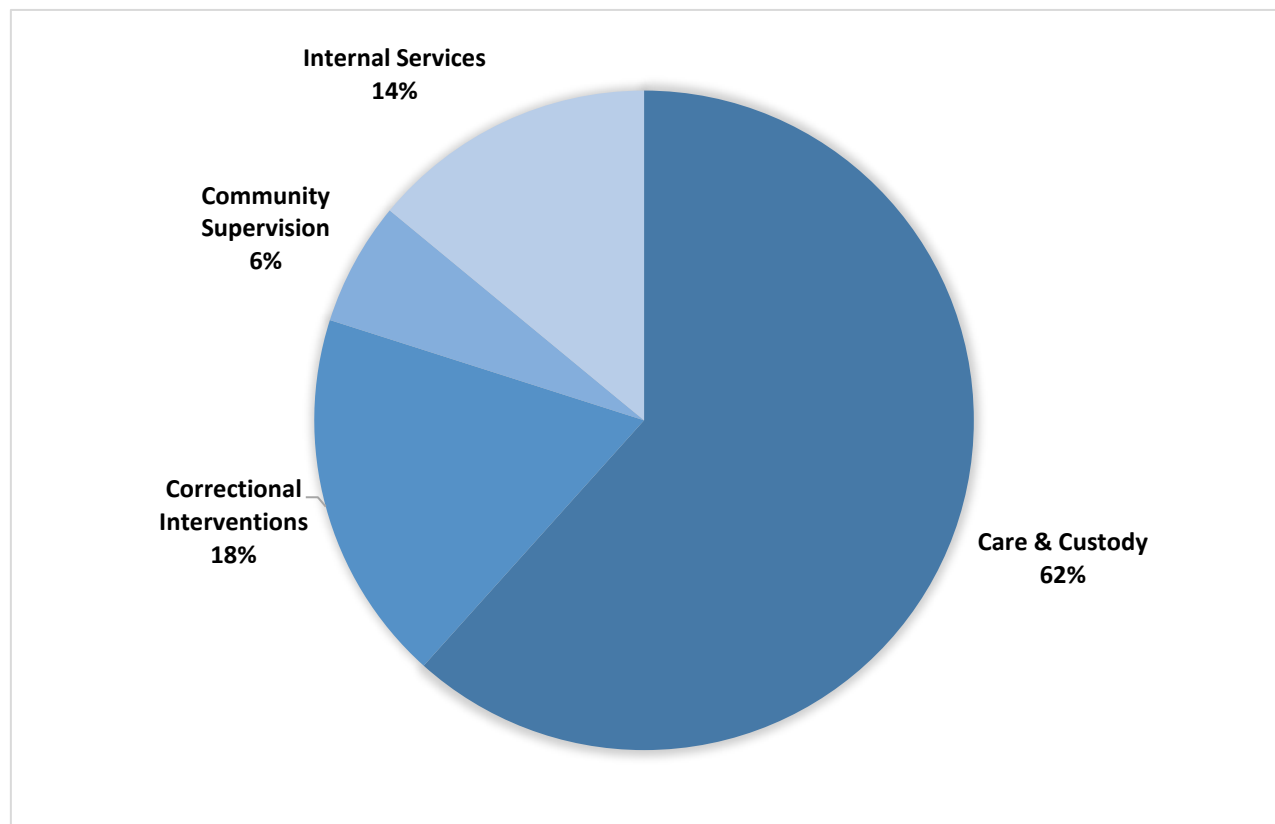
<sup>14</sup> PS 3280, a new accounting standard related to Asset Retirement Obligations, came into effect on April 1, 2022. The Government of Canada has chosen to apply the modified retroactive transitional approach. As a result, the actual results for 2021–22 have been restated.



materials for CORCAN production, utilities and fuel, food for inmate meals and clothing for employees and inmates), offset by a decrease in expenses related to contingent liabilities.

CSC earns revenue through the sale of goods and services produced by the CORCAN Revolving Fund, a special operating agency within CSC established to aid in the safe reintegration of offenders into Canadian society by providing employment and training opportunities to offenders incarcerated in federal penitentiaries and, after they are released into the community. Total actual revenues were higher than the original 2022–23 planned results by \$1.2 million. In addition, total revenue has increased in comparison to 2021–22 actual results by \$9.1 million as a result of CORCAN operations approaching pre-pandemic activity levels.

The Condensed Consolidated Statement of Operations shows actual expenses of \$3,150 million for 2022–23. The Care and Custody core responsibility represents \$1,942 million (62%), the Correctional Interventions core responsibility represents \$576 million (18%), Internal Services represent \$441 million (14%) and the Community Supervision core responsibility represents \$191 million (6%).



## Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22 Restated <sup>15</sup>	Difference (2022–23 minus 2021–22)
Total net liabilities	1,018,810,327	1,018,404,916	405,411
Total net financial assets	411,817,463	397,384,322	14,433,141
Departmental net debt	606,992,864	621,020,594	-14,027,730
Total non-financial assets	2,467,629,636	2,416,269,053	51,360,583
Departmental net financial position	1,860,636,772	1,795,248,459	65,388,313

CSC's net liabilities include \$725.6 million in accounts payable and accrued liabilities, \$126.7 million in environmental liabilities, \$92.6 million in vacation pay and compensatory leave, \$39.2 million in employee future benefits, \$34.0 million in the inmate trust fund, and \$0.7 million in deferred revenue.

The total net financial assets include \$298.5 million in the amount Due from the Consolidated Revenue Fund, \$100.9 million in accounts receivable, advances and loans and \$12.4 million in inventory held for resale. The increase in total net financial assets is mainly explained by an increase in Other Government Department receivables.

<sup>15</sup> PS 3280, a new accounting standard related to Asset Retirement Obligations came into effect on April 1, 2022. The Government of Canada has chosen to apply the modified retroactive transitional approach. As a result, the actual results for 2021–22 have been restated.

## Corporate information

### Organizational profile

**Appropriate minister[s]:** The Honourable Dominic LeBlanc, P.C., K.C., M. P.

**Institutional head:** Anne Kelly, Commissioner

**Ministerial portfolio:** Public Safety, Democratic Institutions and Intergovernmental Affairs

**Enabling instrument[s]:** *Corrections and Conditional Release Act*,<sup>xxxii</sup> 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](#).<sup>xxxii</sup>

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

### Operating context

Information on the operating context is available on [CSC's website](#).<sup>xxxiv</sup>

## Reporting framework

CSC’s Departmental Results Framework and Program Inventory of record for 2022–23 are shown below.

<b>Program Code</b>	<b>Program Name</b>
<b>Core Responsibility 1: Care and Custody</b>	
P1	Institutional Management and Support
P2	Supervision
P23	Preventive Security and Intelligence
P3	Drug Enforcement
P4	Clinical Services and Public Health
P5	Mental Health Services
P6	Food Services
P7	Accommodation Services
<b>Core Responsibility 2: Correctional Interventions</b>	
P8	Offender Case Management
P9	Community Engagement
P10	Chaplaincy
P11	Elder Services
P22	Correctional Programs
P15	Offender Education
P16	CORCAN Employment and Employability
P17	Social Program
<b>Core Responsibility 3: Community Supervision</b>	
P18	Community Management and Security
P19	Community-Based Residential Facilities
P20	Community Correctional Centres
P21	Community Health Services
<b>Internal services</b>	

## Supporting information on the program inventory

Financial, human resources and performance information for CSC's [program inventory](#)<sup>xxxv</sup> is available in [GC InfoBase](#).<sup>xxxvi</sup>

## Supplementary information tables

The following supplementary information tables are available on [CSC's website](#).<sup>xxxvii</sup>

- [Reporting on green procurement](#)<sup>xxxviii</sup>
- [Details on transfer payment programs](#)<sup>xxxix</sup>
  - National Infrastructure Contribution Program
  - Grant to the University of Saskatchewan for Forensic Research Centre
- [Gender-based analysis plus](#)<sup>xl</sup>
- [Response to parliamentary committees](#)<sup>xli</sup>

## 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](#).<sup>xlii</sup> 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 and GBA Plus of tax expenditures.

## Organizational contact information

[Correctional Service of Canada website](#)<sup>xliii</sup>

340 Laurier Avenue West

Ottawa, Ontario

K1A 0P9

Phone: (613) 992-5891

Fax: (613) 943-1630

## 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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department 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.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

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

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

### **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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the November 23, 2021, Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

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

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

**performance** (*rendement*)

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

**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.

**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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in main estimates.

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

**program** (*programme*)

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

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

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

**statutory expenditures** (*dépenses législatives*)

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

**target** (*cible*)

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

**voted expenditures** (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.



## Endnotes

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- i Minimum security institution, <https://www.csc-scc.gc.ca/security/001003-1000-eng.shtml>
- ii Office of the Correctional Investigator’s report, <https://www.csc-scc.gc.ca/publications/005007-2813-en.shtml>
- iii Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix Auditor General’s (OAG) report on Systemic Barriers, [https://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_202205\\_04\\_e\\_44036.html](https://www.oag-bvg.gc.ca/internet/English/parl_oag_202205_04_e_44036.html)
- x CSC Evaluation reports, <https://www.csc-scc.gc.ca/005/009/005009-1002-en.shtml>
- xi CSC Evaluation reports, <https://www.csc-scc.gc.ca/005/009/005009-1002-en.shtml>
- xii Office of the Correctional Investigator, <http://www.oci-bec.gc.ca/en/content/office-correctional-investigator-annual-report-2020-2021>
- xiii Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxv Indigenous Business Directory, <https://www.sac-isc.gc.ca/eng/1100100033057/1610797769658>
- xxvi Procurement Strategy for Aboriginal Business, <https://www.sac-isc.gc.ca/eng/1354798736570/1610985991318>
- xxvii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix CSC’s Website, <https://www.csc-scc.gc.ca/>
- xxx Consolidated Future-Oriented Statement of Operations, <https://www.csc-scc.gc.ca/007/005/007005-2500-2021-2022-en.shtml>
- xxxi *Corrections and Conditional Release Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-44.6/index.html>
- xxxii CSC’s Website, <https://www.csc-scc.gc.ca/>
- xxxiii Minister’s mandate letter, <https://www.csc-scc.gc.ca/about-us/006-0006-en.shtml>
- xxxiv CSC’s Website, <https://www.csc-scc.gc.ca/>
- xxxv Program Inventory, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xxxvi GCInfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxvii CSC’s Website, <https://www.csc-scc.gc.ca/>
- xxxviii Reporting on Green Procurement, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-04-en.shtml>
- xxxix Details on transfer payment programs, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-05-en.shtml>
- xl Gender-based analysis plus, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-01-en.shtml>
- xli Response to parliamentary committees, <https://www.csc-scc.gc.ca/publications/005007-4500-2022-2023-02-en.shtml>
- xlII Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xlIII CSC’s Website, <https://www.csc-scc.gc.ca/>