



Parole Board  
of Canada

Commission des libérations  
conditionnelles du Canada

# Parole Board of Canada's **2026-27 Departmental Plan**

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The Honourable Gary Anandasangaree, P.C., K.C., M.P.

Minister of Public Safety

Canada

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# Parole Board of Canada's 2026-27 Departmental Plan

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## At a glance

This departmental plan details the Parole Board of Canada's (PBC) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as the PBC's [Vision, mission, raison d'être](#) and [operating context](#).

## Key priorities

The PBC identified the following key priorities for 2026-27:

- **Quality Decision-Making** - Align resources, policy and procedures to foster harmonized program support and consistent high-quality independent decision-making that abides by legislative requirements, relevant jurisprudence and responds to the risk and needs of specific populations.
- **Organizational Culture** - Promote an inclusive, diverse workplace culture that values individual contributions, fosters teamwork and supports retention of talent while navigating the changing nature of administrative tribunals and evolving operational realities.
- **Operational Stability** - Adopt cost-effective approaches that preserve the effective delivery of public safety programs, capitalize on technological innovations and contribute to organizational sustainability in a time of fiscal constraint.

## **Comprehensive Expenditure Review (CER)**

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians. The PBC's initial CER savings target was set at \$8.5M as outlined in Budget 2025.

As part of meeting this commitment, the PBC is planning the following approved spending reductions:

- 2026-27: \$1,188,263
- 2027-28: \$1,782,394
- 2028-29: \$2,970,657

It is anticipated that these spending reductions will involve a decrease of approximately 29 full-time equivalents by 2028-29.

The plan is for the PBC to achieve these reductions by doing the following:

- Transforming Corporate Service Delivery

The PBC is currently finalizing the approach to achieving the remaining savings, with further details to be provided once the work is finalized and approved.

The figures in this departmental plan reflect only the approved reductions.

### **Highlights for the PBC in 2026-27**

The PBC will continue to collaborate with criminal justice and community partners to support quality conditional release decision-making and fulfill its legislative obligations. The PBC will continue to strengthen decision-making by driving greater efficiency and enhancing processes related to hearing scheduling and virtual panels. Additionally, the PBC will focus on Board member training to ensure consistent, high-quality decisions.

The PBC will continue to uphold victims' rights, support victim participation at hearings, and ensure timely processing of any complaints. It will enhance transparency through public outreach, observer participation, and prompt responses to Decision Registry requests.

The PBC will also continue to process record suspension/pardon, clemency and expungement applications within established timelines, while collaborating with justice partners.

In 2026-27, total planned spending (including internal services) for the PBC is \$74,512,278 and total planned full-time equivalent staff (including internal services) is 510.

### **Summary of planned results**

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called "core responsibilities."

#### **Core responsibility 1: Conditional Release Decisions**

The PBC will support Board members through training, harmonization of its operations, and ensuring they have the right tools to support quality decision-making. The PBC strives to ensure it is

adaptable and responsive to meet the needs of specific populations such as women, Indigenous Peoples, Black and other racialized people.

Planned spending: \$42,456,740

Planned human resources: 288

More information about [Conditional Release Decisions](#) can be found in the full plan.

## **Core responsibility 2: Conditional Release Openness and Accountability**

The PBC will continue to engage with criminal justice and community partners and networks. This includes working with offenders, victims of crime and the public in a transparent and responsive manner.

Planned spending: \$5,294,011

Planned human resources: 50

More information about [Conditional Release Openness and Accountability](#) can be found in the full plan.

## **Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/ Clemency Recommendations**

Record suspensions/pardons will continue to help remove the stigma of a criminal record so that people with criminal records who have completed their sentences and are law-abiding citizens can access meaningful employment, housing, education, and volunteer opportunities. An expungement order will provide for the permanent destruction of a judicial record of conviction for eligible offences where the activity no longer constitutes an offence under an Act of Parliament, and if the criminalization of the activity is considered a historical injustice. The PBC will continue to process clemency applications for individuals where no other remedy exists in law to reduce the severe negative effects of criminal sanctions.

Planned spending: \$10,652,807

Planned human resources: 81

More information about [Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations](#) can be found in the full plan.

For complete information on the PBC's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## **From the Institutional Head**

As Chairperson of the Parole Board of Canada (PBC), I am pleased to present the 2026-27 Departmental Plan.

In the year ahead, the PBC's efforts will continue to be guided by its unwavering commitment to public safety and public service, and to fulfilling its important role as a key member of the Public Safety Portfolio. This will be critical as we advance the Government of Canada's efforts to ensure spending is responsible, cost-effective and delivers results for Canadians. This report highlights our main areas of focus and the results we aim to achieve over the coming year.

The PBC, as an independent administrative tribunal and an integral part of the Canadian criminal justice system, makes quality conditional release, record suspension/pardon and expungement decisions, as well as clemency recommendations. The PBC contributes to the Government of Canada's mandate of providing a safe and secure Canada by facilitating, as appropriate, the timely reintegration of offenders and the sustained rehabilitation of individuals into society as law-abiding citizens. The protection of society is the paramount consideration in all PBC decisions.

In 2026-27, the PBC will continue to deliver on its core public safety mandate and strengthen its responsiveness to the diverse needs of offenders, including women, Indigenous Peoples, Black and other vulnerable and racialized individuals, in accordance with legislated requirements. The PBC will also continue to champion diversity, equity and inclusion and will continue to work with its criminal justice and community partners to contribute to the elimination of systemic barriers within the criminal justice system and deliver on its public safety mandate. The PBC will also continue to work with its international partners to share information and practices.

The PBC is committed to enhancing operational efficiencies through the centralization of key functions, technological advancements such as shared platforms and automation, workplace wellness initiatives, and strategic financial and resource management.

I am confident that by carrying out the plans and priorities outlined in this report, the PBC has set a course to achieve greater efficiency and effectiveness in its operations, while at the same time continuing to meet the highest standards of professionalism and quality in the delivery of its important public safety mandate.

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Joanne Blanchard

Chairperson, Parole Board of Canada

# Plans to deliver on core responsibilities and internal services

## Core responsibilities and internal services

- [Core responsibility 1: Conditional Release Decisions](#)
- [Core responsibility 2: Conditional Release Openness and Accountability](#)
- [Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations](#)
- [Internal services](#)

## Core responsibility 1: Conditional Release Decisions

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### Description

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

### Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#), and more specifically to the confidence in institutions/confidence in access to fair and equal justice (criminal).

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Conditional Release Decisions. Details are presented by departmental result.

**Table 1: Conditional release decisions adhere to the law, the PBC’s policies, and the principles of fundamental justice**

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Conditional Release Decisions.

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of decisions that are affirmed by the Appeal Division.	2022-23: 79% 2023-24: 79% 2024-25: 83%	≥85%	March 31, 2027
The percentage of appeal applications that are processed in 120 calendar days or less.	2022-23: 74% 2023-24: 63% 2024-25: 53% <sup>1</sup>	≥85%	March 31, 2027

**Table 2: Conditional release decisions contribute to keeping Canadians safe**

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Conditional Release Decisions.

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of offenders <sup>2</sup> on parole who are not convicted of a violent offence during their supervision period.	2022-23: 99% 2023-24: 99% 2024-25: 99%	≥98%	March 31, 2027
The percentage of offenders <sup>3</sup> on parole who are not convicted of an offence prior to the end of their supervision period.	2022-23: 98% 2023-24: 98% 2024-25: 99%	≥96%	March 31, 2027
The percentage of offenders who completed their sentences on full parole and who are not re-admitted after release because of a violent conviction (five-year post-warrant expiry).	2022-23: 99% 2023-24: 99% 2024-25: 99%	≥98%	March 31, 2027
The percentage of post-suspension and detention decisions that are processed within the legislated timeframes without loss of jurisdiction.	2022-23: 100% 2023-24: 100% 2024-25: 100%	≥98%	March 31, 2027

Additional information on the [detailed results and performance information](#) for the PBC’s program inventory is available on GC InfoBase.

<sup>1</sup> The PBC faced a shortage of Board members which required the prioritization of the Conditional Release Program.

<sup>2</sup> Excluding offenders on full parole serving an indeterminate or life sentence.

<sup>3</sup> Excluding offenders on full parole serving an indeterminate or life sentence.

## **Plans to achieve results**

The following section describes the planned results for Conditional Release Decisions in 2026-27.

### **Conditional release decisions adhere to the law, the PBC's policies, and the principles of fundamental justice**

#### **Results we plan to achieve**

- In 2026-27, the PBC will support Board member capacity by continuing to enhance training that is relevant to its decision makers on key topics related to offender risk, types of offenders, etc. The PBC will also continue to update its learning curriculum for Board members to support the sound assessment of risk and quality decision-making.
- The PBC will modernize key decision-making tools to better support both Board members and employees, and to strengthen the efficiency and effectiveness of their work.
- The Appeal Division will continue to identify appeal trends, strengths and issues observed during the year, with the objective of informing decision-making guidance and training to address the issues identified. The PBC regions will ensure that PBC unaffirmed appeal decisions are reviewed by the Regional Vice-Chairpersons, Board members and Regional Directors General to help maintain strong affirmed appeal results.
- The Appeal Division remains committed to improving capacity to advance and process appeal applications in a streamlined and timely manner, ensuring fair and high-quality decision-making.
- The PBC regions will continue to optimize scheduling and the coordination of reviews to ensure hearings and decisions are made within legislative timeframes and to prevent loss of jurisdiction. Primarily, the PBC will ensure that all post-suspension and detention decisions are prioritized in a manner which respects our legislative and policy obligations.
- The PBC will leverage data-driven insights to strengthen planning and resource allocation, ensure timely reviews, and monitor demographic, regional, and other emerging trends.

### **Conditional release decisions contribute to keeping Canadians safe**

#### **Results we plan to achieve**

- The PBC will hold approximately 15,000 reviews and expects to render approximately 22,000 decisions for federal and provincial/territorial offenders.
- PBC hearings will continue to be held through a combination of in-person and virtual participation, with the majority of hearings being held virtually. The PBC anticipates conducting 6,000 hearings in 2026-27.
- The PBC will continue to work with the Minister of Public Safety's Office and the Privy Council Office (PCO) on Board member qualification processes and appointments/re-appointments. As part of the Board member qualification process, the PBC will continue to promote Board member opportunities to various diversified organizations and associations across the country. Recognizing the PBC's legislative requirement to have a Board member complement that reflects the population that it serves, continued efforts will be made to attract a broader range of individuals to apply on Board member qualification processes.

## Gender-based Analysis Plus

The PBC has implemented a Gender-Based Analysis Plus (GBA Plus) Framework to ensure that intersecting factors are considered in policy, programs, and initiatives under this core responsibility.

Disaggregated information for federally incarcerated individuals such as age, race, and gender, is collected and entered by the Correctional Service of Canada (CSC) in their Offender Management System (OMS). Data from this application is shared with the PBC's Integrated Decision System (IDS). The PBC regularly reports and reviews disaggregated data of incarcerated individuals in the federal correctional system as it relates to its programs.

In order to accommodate gender identity, the incarcerated individual's chosen name/pronoun is identified and collected by CSC and shared with the PBC. A Gender Considerations Tool ensures that the PBC takes an inclusive and respectful approach, including in responding to correspondence and conducting conditional release reviews.

## Planned resources to achieve results

### Table 3: Planned resources to achieve results for Conditional Release Decisions

Table 3 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	42,456,740
Full-time equivalents	288

[Complete financial](#) and [human resources information](#) for the PBC's program inventory is available on GC InfoBase.

## Program inventory

Conditional Release Decisions is supported by the following program:

- Conditional Release Decisions.

Additional information related to the program inventory for Conditional Release Decisions is available on the [Results page on GC InfoBase](#).

## Summary of changes to reporting framework since last year

- The Departmental Result Indicator's target "the percentage of appeal applications that are processed in 120 calendar days or less" is now set at 85%. This amendment ensures alignment with the targets set for other appeal-related indicators and reflects longer-range results, as well as operational realities over time.

## **Core responsibility 2: Conditional Release Openness and Accountability**

### **In this section**

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### **Description**

This core responsibility ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the [Corrections and Conditional Release Act](#). It includes working with victims of crime, offenders, and the public by providing information about our policies and programs, including access to the PBC's registry of decisions, as well as providing assistance for observers at hearings. The core responsibility also includes working to encourage citizen engagement, enhancing public education and awareness, investigating incidents in the community (i.e., when a new offence occurs), monitoring the PBC's performance and reporting on conditional release results.

### **Quality of life impacts**

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#), and more specifically to confidence and access to fair and equal justice (criminal).

### **Indicators, results and targets**

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Conditional Release Openness and Accountability. Details are presented by departmental result.

**Table 4: The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public**

Table 4 provides a summary of the target and actual results for each indicator associated with the results under Conditional Release Openness and Accountability.

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of observers that are satisfied with their experience. <sup>4</sup>	2022-23: N/A% 2023-24: N/A% 2024-25: N/A%	≥80%	March 31, 2030
The percentage of victims that report PBC services positively impacted their participation in the federal corrections and conditional release systems. <sup>5</sup>	2022-23: N/A% 2023-24: N/A% 2024-25: N/A%	≥80%	March 31, 2029
The percentage of requests for information through the Decision Registry that are responded to within 30 days of receipt.	2022-23: 97% 2023-24: 97% 2024-25: 98%	≥80%	March 31, 2027

Additional information on the [detailed results and performance information](#) for the PBC’s program inventory is available on GC InfoBase.

**Plans to achieve results**

The following section describes the planned results for Conditional Release Openness and Accountability in 2026-27.

**The timely exchange of relevant information with victims, offenders, observers, other components of the criminal justice system, and the general public**

**Results we plan to achieve**

- The PBC will continue to ensure that all relevant information considered by Board members in conditional release decision-making is shared with offenders and that conditional release decisions are communicated with offenders in a timely manner.
- The PBC will continue to uphold and protect victims’ rights under the [Canadian Victims Bill of Rights](#). The PBC will ensure that victim complaints are considered within established timelines. It will also deliver victim services by providing timely information, facilitating participation through observation of hearings, and enabling the submission and/or

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<sup>4</sup> The PBC’s most recent survey combined victim and observer experiences in the results. These results were reported in the Reports to Parliament for 2022-23, 2023-24, and 2024-25 where the indicator also grouped victim and observer experiences together. The PBC will be able to report on departmental indicators for victim and observer experiences separately, once new survey data becomes available in 2028-29 and 2029-30, respectively.

<sup>5</sup> The PBC’s most recent survey combined victim and observer experiences in the results. These results were reported in the Reports to Parliament for 2022-23, 2023-24, and 2024-25 where the indicator also grouped victim and observer experiences together. The PBC will be able to report on departmental indicators for victim and observer experiences separately, once new survey data becomes available in 2028-29 and 2029-30, respectively.

presentation of victim statements for consideration in the decision-making process. The PBC will continue to engage with internal and external working groups to ensure programs and services are responsive and effective in meeting the needs of offenders, victims and other members of the public.

- To enhance PBC’s openness and accountability as detailed within the [CCRA](#), it will continue to provide observers, including victims, with the opportunity to attend hearings.
- To fulfill its legislative mandate to inform the public about the Conditional Release Program, the PBC will continue to deliver outreach, and engage, where possible with criminal justice and community partners, networks, and international jurisdictions.
- The PBC will closely monitor and respond to Decision Registry requests, including those for research purposes, to promote transparency in its processes.
- The PBC will continue to work with CSC, through various working groups, to find efficiencies of services such as Information Technology.

### **Gender-based Analysis Plus**

The PBC has implemented a GBA Plus Framework to ensure that intersecting factors are considered in policy, programs, and initiatives under this core responsibility. The PBC considers the unique needs and overrepresentation of certain incarcerated populations to identify training and target outreach activities.

Disaggregated victim data is voluntarily submitted by victims on the secure web-based Victims Portal. The PBC is working with the Justice Canada led National Victim Services Data Collection subcommittee of the Federal-Provincial and Territorial Victims of Crime committee, to improve the quality of victim data collection across Canada.

In 2026-27, the PBC will work with the Department of Justice Canada’s Research and Statistics Division to develop a fourth population-based theme on [the State of the Criminal Justice System Dashboard](#), which will report on the experiences of Black people in the criminal justice system.

### **Planned resources to achieve results**

**Table 5: Planned resources to achieve results for Conditional Release Openness and Accountability**

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	5,294,011
Full-time equivalents	50

[Complete financial](#) and [human resources information](#) for the PBC’s program inventory is available on GC InfoBase.

## Program inventory

Conditional Release Openness and Accountability is supported by the following program:

- Conditional Release Openness and Accountability.

Additional information related to the program inventory for Conditional Release Openness and Accountability is available on the [Results page on GC InfoBase](#).

## Summary of changes to reporting framework since last year

- Separating the Departmental Result Indicator “the percentage of individuals (i.e., observers and victims) that are satisfied with the quality of the service and timeliness of the information provided” into “the percentage of observers that are satisfied with their experience” and “the percentage of victims that report PBC services positively impacted their participation in the federal corrections and conditional release systems” with targets of 80% for each one.
- Amending the wording of the Departmental Result Indicator “the percentage of requests for information through the Decision Registry that are responded to in a timely manner” to “the percentage of requests for information through the Decision Registry that are responded to within 30 days of receipt.”

## Core responsibility 3: Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)

### Description

A record suspension/pardon is designed to support the sustained reintegration of an individual into society. It is an administrative act to remove the stigma of a criminal record for persons convicted of an offence under an Act of Parliament, who have completed their sentence, having met the criteria in the [Criminal Records Act](#) and demonstrated law-abiding behaviour for a prescribed number of years. Record suspensions/pardons can be revoked or cease to have effect if a new offence is committed or a person is no longer found to be of good conduct. In meeting this core responsibility, the PBC screens applications for completeness and eligibility, collects information for Board member decision-making and develops policy to guide decision-making processes.

In addition, under the [Expungement Act](#), the PBC will order the expungement of records of convictions for eligible offences that would be lawful today. Persons convicted of an offence listed in the schedule to the [Expungement Act](#) may apply, as well as authorized representatives in cases

where the person is deceased. The difference between a record suspension/pardon and an expungement is that with a record suspension/pardon, the criminal record is held ‘separate and apart’ from other criminal records, while an expungement will completely destroy the record. The PBC is also accountable for assessing requests and providing recommendations under the [Royal Prerogative of Mercy](#) (i.e., clemency) and providing advice to the Minister of Public Safety and Emergency Preparedness on the merits of each case.

### Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#), and more specifically to confidence in institutions and access to fair and equal justice. This core responsibility also contributes to the “Prosperity” domain, more specifically economic security and deprivation.

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations. Details are presented by departmental result.

Table 6, 7, 8 and 9 provide a summary of the target and actual results for each indicator associated with the results under Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations.

**Table 6: Clemency recommendations are made in a fair and transparent manner**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of clemency files submitted for the Minister’s consideration that are considered complete.	2022-23: 100% 2023-24: 100% 2024-25: 100%	≥95%	March 31, 2027

**Table 7: Record suspension/pardon applications are processed in a timely manner**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of record suspension/pardon applications that are processed within the established timeframes.	2022-23: 99% 2023-24: 96% 2024-25: 82%	≥95%	March 31, 2027

**Table 8: Record suspension/pardon decisions adhere to the law, the PBC’s policies, and the principles of fundamental justice**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of cases that do not require a new review by a panel following a Federal Court order.	2022-23: 100% 2023-24: 99% 2024-25: 99%	≥95%	March 31, 2027

**Table 9: Record suspension/pardon decisions contribute to keeping Canadians safe**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
The percentage of record suspension/pardon decisions that are not revoked or cease to have effect.	2022-23: 95% 2023-24: 95% 2024-25: 95%	≥95%	March 31, 2027

Additional information on the [detailed results and performance information](#) for the PBC’s program inventory is available on GC InfoBase.

**Plans to achieve results**

The following section describes the planned results for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations in 2026-27.

**Clemency recommendations are made in a fair and transparent manner**

**Results we plan to achieve**

- In 2026-27, the PBC will strive to meet its target by working with the Minister of Public Safety’s Office and ensuring that clemency applications to be considered by the Minister are complete. The PBC estimates that it will receive approximately 50 requests for clemency in 2026-27.

**Record suspension/pardon decisions contribute to keeping Canadians safe; and Record suspension/pardon applications are processed in a timely manner**

**Results we plan to achieve**

- In 2026-27, it is estimated that the PBC will receive approximately 17,000 record suspension/pardon applications and accept approximately 13,000 for processing.
- The PBC will strive to administer this core responsibility by assessing and processing applications for record suspensions/pardons within the established processing times and by assessing and processing expungements in a timely manner.
- The PBC will also continue to work with criminal justice partners during the assessment of record suspension/pardon applications to facilitate processing and investigations.
- As part of a broader government strategy to modernize the record suspension/pardon program, work will continue in 2026-27 on a multi-year project to enhance the PBC’s internal records management system, the Pardon and Record Suspension System (PARSS). This project will modernize the current system, including interoperability with the Royal Canadian Mounted Police (RCMP), and include the implementation of a new public facing online portal to allow for the submission of record suspension/pardon, expungement and clemency applications electronically, and other correspondence in alternate formats, which will increase accessibility for applicants, and improve sustainability of program administration.

## **Record suspension/pardon decisions adhere to the law, the PBC’s policies, and the principles of fundamental justice**

### **Results we plan to achieve**

- In 2026-27, the PBC will continue to support Board members in record suspension/pardon decision-making, including the development of training communiqués and/or other tools that reflect emerging legal issues and case law.
- The PBC will continue to explore ways to streamline operational processes and identify efficiencies, while remaining fully compliant with legislative requirements and procedural fairness for applicants.
- The PBC will continue to administer the [Expungement of Historically Unjust Convictions Act](#) as well as process cannabis record suspension applications that are submitted under the amendments made to the [CRA](#) as a result of Bill C-93, an [Act to provide no-cost, expedited record suspensions for simple possession of cannabis](#), which came into force in August 2019.

### **Gender-based Analysis Plus**

The PBC ensures the record suspension, cannabis record suspension and clemency application forms, along with internal case management systems, maintain the inclusion of a third gender selection option “Another Gender” as a non-binary option to enable comprehensive gender data collection for possible future reporting.

The Record Suspension Application Guide and forms allow for the optional collection of information from applicants regarding how their background may have impacted their involvement in the criminal justice system. This assists Board members in the consideration of systemic background factors in their record suspension/pardon decision-making and contributes to the PBC’s mission to make transparent and accountable decisions, respecting the diversity of applicants.

The Expungement Application Guide and form are intended to be as gender inclusive as possible. Gender data is not collected on the application form and gender-neutral language replaced gendered language in the Guide where possible (e.g., removing references to “brother/sister”). Additionally, the expungement application form asks for the applicant to provide their preferred name for correspondence in addition to their legal name.

### **Planned resources to achieve results**

**Table 10: Planned resources to achieve results for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations**

Table 10 provides a summary of the planned spending and full-time equivalents required to achieve results.

<b>Resource</b>	<b>Planned</b>
Spending	10,652,807
Full-time equivalents	81

[Complete financial](#) and [human resources information](#) for the PBC's program inventory is available on GC InfoBase.

## **Program inventory**

Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations are supported by the following program:

- Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations.

Additional information related to the program inventory for Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations is available on the [Results page on GC InfoBase](#).

## **Internal services**

### **In this section**

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

### **Description**

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- acquisition management services
- communications 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

### **Plans to achieve results**

This section presents the department's plans to achieve results and meet targets for internal services.

### **Enhance operational efficiency and technological integration**

In 2026-27, the PBC will implement a centralized and streamlined corporate and financial services model to enhance consistency, improve service quality, and strengthen organizational efficiency. This modernization effort will support more integrated operations, clearer accountabilities, and better use of resources across the organization.

The PBC will continue to build a resilient and adaptive IT system that will deliver value through strategic planning, sustainable investments, and collaborative innovation to support its mandate. The PBC will work on defining a clear and sustainable strategy to identify, secure and mobilize the necessary funding mechanisms to modernize its outdated technological systems.

The PBC will work to meet new procurement policies and Buy Canada measures. It will also pursue work towards reducing its vehicle fleet and achieve policy compliance with a goal of finding efficiencies.

**Strengthen workforce capacity**

The PBC will work on creating a Workplace Wellness Program which will support PBC in implementing and promoting the Workplace Wellness Strategy across the organization. This will contribute to the physical, mental, and emotional well-being of Board members and employees by fostering a healthier, more engaged, and productive workforce. The PBC will also work toward addressing results of the 2025 Public Service Employee Survey (PSES) specifically in core areas.

**Optimize financial stewardship and resource allocation**

In 2026-27, the PBC will maintain fiscal responsibility and ensure efficient use of financial and human resources to support strategic priorities by prioritizing expenditures that directly support Board member decision-making and public safety program delivery and by implementing cost-saving measures, where applicable.

The PBC will continue to provide acquisition services. The service delivery model offers services to other small departments and agencies (SDA). The service began as a pilot in 2023-24 and PBC signed Service Level Agreements with various SDAs. The plan is to sign additional agreements to achieve a stable revenue and service delivery model in the following years on an ongoing basis. The intent is to build stable capacity, develop and retain the employees in procurement, and address shortages in terms of acquisition management services at the PBC and within the SDA community.

**Planned resources to achieve results**

**Table 11: Planned resources to achieve results for internal services this year**

Table 11 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	16,108,720
Full-time equivalents	91

[Complete financial](#) and [human resources information](#) for the PBC’s program inventory is available on GC InfoBase.

**Planning for contracts awarded to Indigenous businesses**

Over the years, the PBC has been collaborating with Elders and Cultural Advisors to provide responsive hearings for Indigenous offenders. The contracts for services with Elders and Cultural Advisors represent the main part of the PBC’s plan to meet the mandatory minimum target of 5% of the total value of contracts awarded to Indigenous businesses annually. The PBC will continue to

develop strategies to enhance and maintain its list of suppliers that provide culturally responsive hearings.

**Table 12: Percentage of contracts planned and awarded to Indigenous businesses**

Table 12 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	16.49%	21.92%	21.92%

The slight variance between the Departmental Results Report reported result (17.86%) and the figure shown for 2024-25 reflects an adjustment in the methodology used to calculate the number of contracts.

**Department-wide considerations**

**Key risks**

While the PBC has significant mitigation strategies in place, quality decision-making in a timely fashion remains one of the PBC’s key risks. The sub-risks include:

**National Consistency in Decision-Making and Operations**

Ensuring consistent monitoring of the application of policies and procedures to support independent decision-making across all regions remains a challenge, especially with geographically dispersed Board members and staff.

**Board Member Recruitment, Training, and Retention**

Maintaining a qualified and diverse pool of Board members with the necessary competencies, supported by timely and comprehensive training, is critical to effective decision-making.

**Responding to a Diverse Offender Population**

The increasing complexity and diversity of the offender population—including Indigenous peoples, racialized groups, and individuals with mental health needs—requires adaptive approaches and cultural competency.

**Information Sharing and Communication**

Timely and accurate exchange of information with offenders, victims, criminal justice partners, and the public is essential. Delays or gaps can undermine transparency and trust in the system.

**Fiscal Constraints and Resource Limitations**

Budgetary pressures, including impacts from government-wide expenditure reviews, may affect the PBC’s ability to meet service standards, maintain jurisdictional responsibilities, and invest in modernization efforts.

### **Integrity and Efficiency of Record Suspension and Clemency Programs**

Managing multiple legislative schemes (e.g., general, cannabis-related) increases complexity and risk to program integrity, especially when application volumes fluctuate, and resources are constrained.

### **Technology Modernization and System Integration**

Implementing new digital platforms and case management systems introduces risks related to user adoption, system reliability, data security, and potential disruptions to service delivery.

### **Public Confidence and Accountability**

Maintaining public trust in the PBC's decisions and processes is essential. High-profile cases, media scrutiny, or perceived inconsistencies can impact the PBC's reputation and legitimacy.

### **Workforce Capacity and Well-being**

Sustaining a skilled and resilient workforce amid increasing workloads, evolving mandates, and fiscal pressures is vital to organizational performance and employee well-being.

## Planned spending and human resources

This section provides an overview of PBC’s planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 with actual spending from previous years.

### In this section

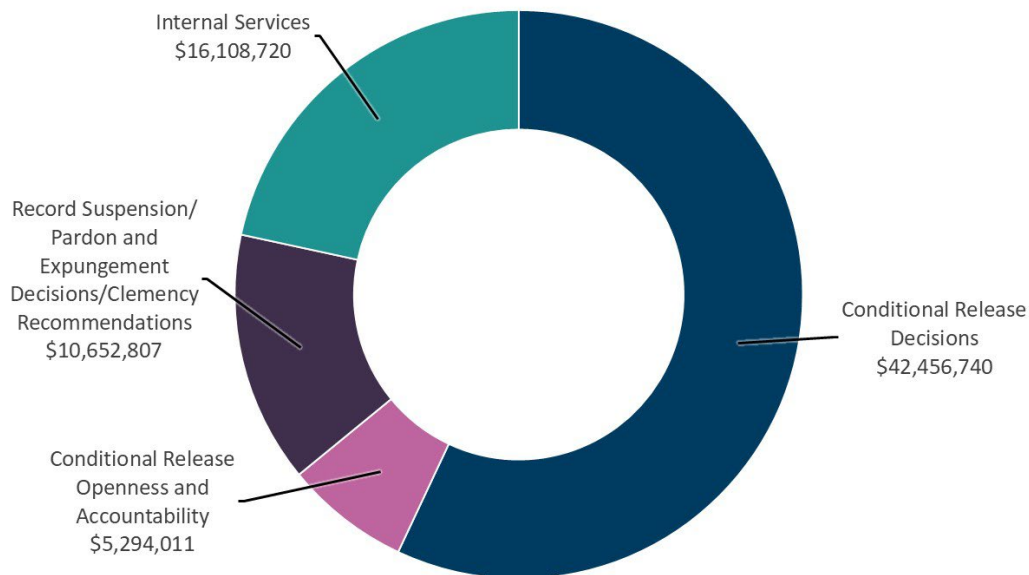
- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

### Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

#### Graph 1 Planned spending by core responsibility in 2026-27

Graph 1 presents the department’s planned spending in 2026-27 by core responsibility and for internal services.



#### Text description of Graph 1

Core responsibilities and Internal services	2026-27 Planned Spending
Conditional Release Decisions	42,456,740
Conditional Release Openness and Accountability	5,294,011
Record Suspension/ Pardon and Expungement Decisions/Clemency Recommendations	10,652,807
Internal services	16,108,720

### Analysis of planned spending by core responsibility

As part of meeting its commitment regarding CER reductions, the PBC will be transforming its corporate service delivery functions and also implementing cost-effective delivery strategies, limiting the impact to a minimum on the core mandate.

### Budgetary performance summary

**Table 13: Three-year spending summary for core responsibilities and internal services (dollars)**

Table 13 presents PBC’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025-26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Conditional Release Decisions	47,411,727	45,270,212	42,861,015
Conditional Release Openness and Accountability	5,663,027	5,459,411	4,925,278
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	9,814,399	11,396,735	9,815,257
<b>Subtotal(s)</b>	<b>62,889,153</b>	<b>62,126,358</b>	<b>57,601,550</b>
Internal services	14,599,088	14,803,472	13,889,426
<b>Total(s)</b>	<b>77,488,241</b>	<b>76,929,830</b>	<b>71,490,976</b>

### Analysis of the past three years of spending

The PBC’s actual spending has reduced in the past three years as a result of the Refocusing Government Spending exercise stemming from Budget 2023. Additionally, fiscal year 2024-25 was the last fiscal year of receiving funding for the implementation of the renewal of the Pardon and Record Suspension System (PARSS).

More detailed financial information on planned spending is available on the Finances section of [GC InfoBase](#).

**Table 14: Planned three-year spending on core responsibilities and internal services (dollars)**

Table 14 presents PBC’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Conditional Release Decisions	42,456,740	40,411,810	40,321,949
Conditional Release Openness and Accountability	5,294,011	5,294,011	5,294,011
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	10,652,807	10,618,167	10,548,886
<b>Subtotal(s)</b>	<b>58,403,558</b>	<b>56,323,988</b>	<b>56,164,846</b>
Internal services	16,108,720	14,702,748	13,772,805
<b>Total(s)</b>	<b>74,512,278</b>	<b>71,026,736</b>	<b>69,937,651</b>

**Analysis of the next three years of spending**

The PBC’s planned spending will be reducing for future years as a result of the Refocusing Government Spending exercise and the CER, restraining the growth of day-to-day operational spending.

More detailed financial information on planned spending is available on the Finances section of [GC InfoBase](#).

**Table 15: Budgetary gross and net planned spending summary (dollars)**

Table 15 reconciles gross planned spending with net spending for 2026-27.

Core responsibilities and Internal services	2026-27 Gross planned spending (dollars)	2026-27 Planned revenues netted against spending (dollars)	2026-27 Planned net spending (authorities used)
Conditional Release Decisions	42,456,740		42,456,740
Conditional Release Openness and Accountability	5,294,011		5,294,011
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	10,652,807		10,652,807
<b>Subtotal(s)</b>	<b>58,403,558</b>		<b>58,403,558</b>

Core responsibilities and Internal services	2026-27 Gross planned spending (dollars)	2026-27 Planned revenues netted against spending (dollars)	2026-27 Planned net spending (authorities used)
Internal services	16,308,720	(200,000)	16,108,720
<b>Total(s)</b>	<b>74,712,278</b>	<b>(200,000)</b>	<b>74,512,278</b>

**Analysis of budgetary gross and net planned spending summary**

The PBC has a Vote Netting Revenue authority to provide acquisition management services to other small departments on a cost-recovery basis up to \$500,000 and the plan for 2026-27 is to generate approximately \$200,000 in revenue.

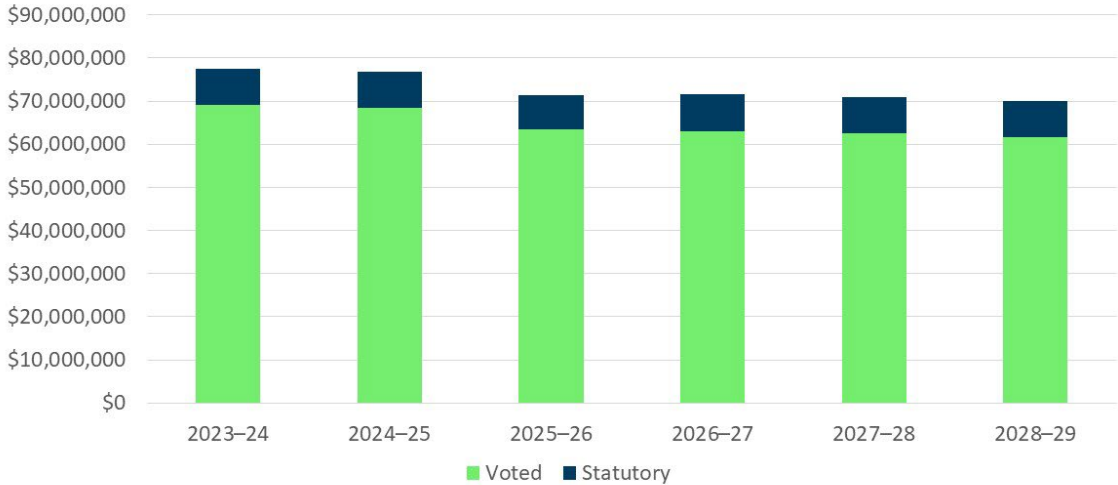
Information on the alignment of PBC’s [spending with Government of Canada’s spending and activities](#) is available on GC InfoBase.

**Funding**

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

**Graph 2: Approved funding (statutory and voted) over a six-year period**

Graph 2 summarizes the department's approved voted and statutory funding from 2023-24 to 2028-29.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2023-24	77,488,241	69,056,729	8,431,512
2024-25	76,929,830	68,497,369	8,432,461
2025-26	71,490,976	63,379,885	8,111,091
2026-27	71,571,278	63,077,947	8,493,331
2027-28	71,026,736	62,610,127	8,416,609
2028-29	69,937,651	61,674,487	8,263,164

### Analysis of statutory and voted funding over a six-year period

The PBC's planned spending will be reducing for future years as a result of the Refocusing Government Spending exercise and the CER, restraining the growth of day-to-day operational spending.

For further information on PBC's departmental appropriations, consult the [2026-27 Main Estimates](#).

### Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PBC's operations for 2025-26 to 2026-27.

**Table 16: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)**

Table 16 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	80,468,290	85,373,901	4,905,611
Total revenues	217,000	200,000	(17,000)
Net cost of operations before government funding and transfers	80,251,290	85,173,901	4,922,611

### Analysis of forecasted and planned results

The spending variance is mainly explained by the transition of the new PARSS into its operational phase, at which point related costs are capitalized as an asset.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026-27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on PBC’s website.

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2023-24 to 2028-29.

**Table 17: Actual human resources for core responsibilities and internal services**

Table 17 shows a summary of human resources, in full-time equivalents, for PBC’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025-26 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Conditional Release Decisions	345	344	314
Conditional Release Openness and Accountability	52	53	48
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	70	83	73
<b>Subtotal(s)</b>	<b>467</b>	<b>480</b>	<b>435</b>
Internal services	82	83	74
<b>Total(s)</b>	<b>549</b>	<b>563</b>	<b>509</b>

### Analysis of human resources over the last three years

The PBC’s human resources has reduced in the past three years as a result of the Refocusing Government Spending exercise stemming from Budget 2023 and in anticipation of the CER stemming from Budget 2025. As a result, the 2025-26 forecasted full-time equivalents is lower than originally planned.

## Table 18: Human resources planning summary for core responsibilities and internal services

Table 18 shows information on human resources, in full-time equivalents, for each of PBC’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Conditional Release Decisions	288	287	286
Conditional Release Openness and Accountability	50	50	50
Record Suspension/Pardon and Expungement Decisions/Clemency Recommendations	81	81	80
<b>Subtotal(s)</b>	<b>419</b>	<b>418</b>	<b>416</b>
Internal services	91	87	77
<b>Total(s)</b>	<b>510</b>	<b>505</b>	<b>493</b>

### Analysis of human resources for the next three years

The PBC’s planned spending will be reducing for future years as a result of the Refocusing Government Spending exercise and the CER, restraining the growth of day-to-day operational spending.

### Federal tax expenditures

PBC’s Departmental Plan does not include information on tax expenditures.

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## **Corporate information**

### **Departmental profile**

Appropriate minister: The Honourable Gary Anandasangaree, P.C., K.C., M.P.

Institutional head: Joanne Blanchard, Chairperson.

Ministerial portfolio: Minister of Public Safety.

Enabling instrument(s): The legal authorities under which the PBC operates include the [Corrections and Conditional Release Act](#) and its Regulations, the [Criminal Records Act](#) and its Regulations, the Letters Patent, the [Criminal Code](#), the [Canadian Charter of Rights and Freedoms](#), and other legislation.

Year of incorporation / commencement: 1959.

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

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

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

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

### **Departmental contact information**

Mailing address:

Public Affairs and Partnerships Division  
410 Laurier Avenue West  
Ottawa, Ontario  
K1A 0R1

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

Website: [Canada.ca/Parole-Board-of-Canada](http://Canada.ca/Parole-Board-of-Canada)

## 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, departments 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 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])

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that

goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

**horizontal initiative** (initiative horizontale)

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

**Indigenous business** (entreprise autochtone)

Requirements for verifying Indigenous businesses for the purposes of the departmental results report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

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

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**performance** (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 a department, program, policy or initiative respecting expected results.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.