



The Correctional Investigator
Canada

L'Enquêteur correctionnel
Canada

Office of the Correctional Investigator's 2024-25 Departmental plan

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Canada

From the Correctional Investigator



In June 2023, my Office celebrated its 50th Anniversary serving as an independent prison oversight body. This milestone is reflective of Canadians' understanding of the importance of ensuring the human rights and fair treatment of those individuals serving a sentence in federal prison. It is also a source of pride for all staff members who focus their collective efforts in ensuring that the Correctional Service of Canada upholds the highest standards of human rights, dignified treatment of federally incarcerated individuals, and adherence to procedural policy and the law.

To that end, in 2023 my Office received incremental Program Integrity funding to address urgent and critical gaps and allow it to meet its mandate as an effective and efficient correctional oversight agency. This funding will support the Office in providing better service to Canadians in how it delivers on its mandate of 1- investigating and bringing resolution to offender complaints, 2- investigating systemic issues of grave concern impacting federally sentenced individuals and 3- making recommendations to the Correctional Service of Canada. Moreover, this new funding will not only support the Correctional Service of Canada in making it aware of breaches in law and policy, it will also support the mandates of the ministers of Justice and Public Safety, Democratic Institutions and Intergovernmental Affairs. Operational priorities going forward include:

1. Identifying and addressing disparate outcomes for Indigenous and Black incarcerated individuals with the goal of reducing their overrepresentation in federal prisons;
2. Renewing the organizational structure to improve effectiveness and resilience;
3. Improving organizational capacity in planning and conducting systemic investigations and prison inspections;
4. Optimizing information and data collection to better identify trends, the evolution of specific issues and to better report on success stories; and
5. Strengthening the organization's position as an employer of choice and thus ensuring "*la relève*" of the current and future key positions.

I look forward to reporting on my Office's activities, performance and results in what promises to be a period of positive organizational change.

Ivan Zinger, JD., Ph.D.

Correctional Investigator

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Independent oversight of federal corrections](#)
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Independent oversight of Federal Corrections

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Description

The Office of the Correctional Investigator conducts investigations of complaints against the Correctional Service of Canada by federally incarcerated individuals or supervised offenders in the community, and carries out systemic investigations of issues that affect large numbers of this population. The Office of the Correctional Investigator reviews all Correctional Services of Canada investigations of deaths in custody and serious bodily injury cases to confirm and ensure compliance with law and policy. As a best practice, the Office also conducts reviews of problematic use of force incidents. The Office of the Correctional Investigator's investigative activities support a safe, lawful and humane federal correctional practice to ensure that federal correctional decisions and practices are in compliance with human rights, law, policy, and are fair.

Quality of life impacts

Quality of life (well-being) refers to the wealth and comfort of individuals, communities and society based on material and non-material factors that are important to people's lives such as health and social connections. The table below reflects the Office of the Correctional Investigator's domain and indicators that relate most closely to its core responsibility from the [Quality of Life Framework for Canada](#).

Table [1]: Quality of Impacts

Domain	Indicators
Good Governance	<ul style="list-style-type: none"> - Discrimination and unfair treatment - Incarceration rate

The Good Governance domain considers a well-functioning democracy and the importance of all individuals having their fundamental rights and freedoms respected, are able to participate in civil society, and know their voices are being heard. This domain aligns with the Office of the Correctional Investigator's core responsibility: Independent oversight of federal corrections.

Results and targets

The following tables show, for each departmental result related to independent oversight of federal corrections, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table [2]: Indicators, results and targets for departmental result

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Percentage of recommendations made in relation to individual offender complaints that were addressed by the Correctional Service of Canada	88%	92%	TBD	90%	March 31, 2025
Percentage of recommendations made in relation to the Office's corporate priorities that were addressed by the Correctional Service of Canada	80%	80%	TBD	100%	March 31, 2025

The financial, human resources and performance information for the Office of the Correctional Investigator's program inventory is available on [GC InfoBase](#).

Plans to achieve results

In 2024-25, as is the case every year, the investigative complement will be at the forefront of responding to issues and concerns that affect offenders and require resolution. The expectation is that this involvement will result in positive outcomes for individual offenders as well as the correctional system writ large through the completion of systemic and thematic reviews, prison inspections and investigations.

The Office will continue with the implementation of its three-year strategic plan to:

1. Identify and address disparate outcomes for Indigenous and Black incarcerated individuals with the goal of reducing their overall overrepresentation in Canadian prisons;
2. Renew the organizational structure to improve effectiveness and resilience;
3. Improve organizational capacity in planning and conducting systemic investigations and prison inspections;

4. Optimize information and data collection to better identify trends, the evolution of specific issues and to better report on success stories; and
5. Strengthen the organization's position as an employer of choice and thus ensuring "*la relève*" of the current and future key positions.

Key risks

There are three ongoing operational risks.

First, the Office's client base and network of stakeholders are dispersed in a large number of geographically remote locations throughout Canada. The very nature of essential information exchanges between the Office of the Correctional Investigator, incarcerated individuals, and the Correctional Service of Canada requires both secure and confidential means of communications. Investments in software and technology to enable this communication as well as the presence of adequate collaborative tools will be essential.

Secondly, the resolution of complaints in an environment traditionally closed to public scrutiny requires that the Office not only be, but be seen to be, independent of the Correctional Service of Canada, Public Safety, and the Minister. The Office continues to review the corporate ties it has with some of these organizations with a view of strengthening its processes to support its independence.

Finally, the Office will have key departures due to an aging workforce where much corporate memory and subject matter expertise risks being lost. A succession plan is being developed as well as the organization of key documentation to ensure this risk is mitigated.

Snapshot of planned resources in 2024–25

- Planned spending: \$5,223,687
- Planned full-time resources: 35

Related government priorities

Gender-based analysis plus

As reported previously, among the Office of the Correctional Investigator's priorities are the needs of unique populations whose vulnerabilities exist at the intersection of their incarcerated status and their gender (e.g., women, gender diverse individuals), race/ethnicity (e.g., Indigenous individuals), age (e.g., aging/elderly), mental and physical health status (e.g., individuals with mental or physical health issues), among other characteristics.

In the 2021-22 Annual Report, the Office publicly reported on a large-scale systemic investigation entitled, *Update on the Experiences of Black Persons in Canadian Federal Penitentiaries*. In 2024-25, the Office will continue to monitor issues affecting incarcerated Black individuals and track progress on recommendations issued to the Correctional Service of Canada by way of this investigation.

Given the increasing overrepresentation of Indigenous peoples under federal custody, it is essential that as an oversight agency the Office's attention remains focused on the problems faced by Indigenous people under federal supervision; therefore, the Office will continue its reviews examining Indigenous

corrections. Furthermore, the Office will continue to closely monitor progress on recommendations issued to the Correctional Service of Canada; in particular, recommendations made to the Service regarding Indigenous women who now account for half of all federally-incarcerated women.

Additionally, with the promulgation of new policies in 2022 regarding the management of gender diverse persons under federal sentence, the Office will continue to investigate and monitor the experiences of gender diverse individuals and the implementation of the new directives.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The 2022 to 2026 [Federal Sustainable Development Strategy](#) sets out the Government of Canada's sustainable development goals and targets, and outlines the implementation strategies and short-term milestones for achieving them. This strategy directly supports the 17 Sustainable Development Goals of the [United Nations 2030 Agenda](#). The Government of Canada has committed to accelerate progress on the 17 Strategic Development Goals in Canada and contribute to their achievement internationally.

The work of the Office will continue to support overall progress on the Sustainable Development Goals in the following areas:

[Strategic Development Goal 10](#) Advance reconciliation with Indigenous Peoples and take action on inequality

The [United Declaration on the Rights of Indigenous Peoples Act \(UNDA\)](#) requires the Minister of Justice, in consultation and cooperation with Indigenous peoples, to report annually to Parliament on progress made to align federal laws with the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) and on the development and implementation of the action plan. Organizations are asked to provide updates on departmental initiatives that align with the Declaration and/or contribute to its implementation.

As the national oversight agency for federal corrections, the Office of the Correctional Investigator's mandate is to respond to individual complaints as well as to investigate, make recommendations, and raise awareness on the needs and rights of individuals who are serving federal sentences, of which nearly one-third are individuals of Indigenous ancestry. All program areas within the agency (i.e., Corporate Services, Operations, and Policy & Research) contribute to advancing the programs, policies, and initiatives that support the departmental actions towards this goal. Investigations into the rights of Indigenous peoples, be they individual or systemic in scope, are fundamental to the work of the Office, in particular the work of the Operations and Policy & Research program areas. Additionally, the Office's participation in broader interdepartmental initiatives (e.g., working group on the *Indigenous Justice Strategy*) support advancing larger government actions and efforts for advancing this goal.

Target theme: Advancing reconciliation with First Nations, Inuit, and the Métis communities

Target: On an annual basis, develop and table annual progress reports on implementing *the United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

Implementation Strategy	Departmental Action	Performance Indicator/Starting Point and Target	How the Departmental Action contributes to the FSDS Goal and target, and where applicable, to Canada's 2030 and SDGS
Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>	Provide Indigenous cultural competency training and/or training on the United Nations Declaration on the Rights of Indigenous Peoples. Program: Corporate Services, Operations, and Policy and Research.	Percentage of staff who have completed Indigenous cultural competency training (internal or external). Starting point: New Program starting fall 2023. Target: 25% in 2024-25; 75% by March 31, 2027.	Public servants are in a position to help build respectful relationships with Indigenous Peoples in Canada. This action takes into account and contributes to decreasing the socioeconomic gaps that persist between Indigenous individuals and other Canadians with respect to a range of matters as well as social factors having an impact on health and well-being. This action also contributes to implementing the UN Declaration. Relevant targets or ambitions: <i>GIF Target - 10.2</i> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
	Implement contracting practices to contribute to supporting Indigenous peoples' participation in all aspects of Canada's economy. Program: Corporate Services	Percentage of the Office of the Correctional Investigator's total value of contracts awarded to Indigenous businesses. Starting point: New Program starting April 2023; Target: 3% in 2023-24; 5% by March 31, 2025.	Public servants are in a position to help build respectful relationships with Indigenous Peoples in Canada. This action takes into account and contributes to decreasing the socioeconomic gaps that persist between Indigenous individuals and other Canadians with respect to a range of matters as well as social factors having an impact on health and well-being. This action also contributes to implementing the UN Declaration. Relevant targets or ambitions: <i>GIF Target - 10.2</i> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
	Hold engagement and consultation sessions with Indigenous individuals and/or organizations in an effort to advance dialogue and create opportunities to amplify the perspectives of Indigenous peoples and organizations. Program: Corporate Services, Operations, and Policy and Research.	Number of engagement and consultation meetings/sessions held per year. Starting point: New Program starting fall 2023. Target: One session/meeting per quarter. 25% in 2024-25; 75% by March 31, 2027.	Public servants are in a unique position to help build respectful relationships with Indigenous Peoples in Canada. This action encourages public service employees to increase their cultural competency skills and awareness of issues related to First Nations, Inuit and Métis in Canada, and their knowledge of the UN Declaration. This action contributes to the development of necessary cultural competency

			<p>knowledge and skills to implement the UN Declaration.</p> <p>Relevant targets or ambitions: <i>GIF Target - 10.2:</i> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>
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[Strategic Development Goal 12](#) **Reduce waste and transition to zero-emission vehicles**

According to the 2022 to 2026 Federal Sustainable Development Strategy, Goal 12 has three targets:

- By 2030, the Government of Canada will divert from landfill at least 75% by weight of non-hazardous operational waste;
- By 2030, the Government of Canada will divert from landfill at least 90% by weight of all construction and demolition waste; and,
- The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy.

These targets are supported by the following implementation strategies:

- Transform the federal light-duty fleet (all federal organizations owning conventional fleets);
- Strengthen green procurement criteria; and,
- Maximize diversion of waste from landfills (all federal organizations owning real property).

As a micro agency, the Office of the Correctional Investigator does not own any fleet. In its role as the federal government's custodian of real property, Public Services and Procurement Canada manages the Office's real property needs. The custodian annually reports the waste generation and waste diversion of its crown-owned portfolio as part of its Departmental Sustainable Development Strategy and to Treasury Board Secretariat's Centre for Greening Government. Furthermore, Public Services and Procurement Canada requires that multi-material recycling be implemented within its buildings, to the extent where the required recycling infrastructure and services exists in the community. The Office supports the custodian's waste diversion program by effectively supporting waste sorting and collection processes in its spaces.

The objective of any occupant engagement programs is to improve occupants' awareness of waste and plastics and to shift behaviours to reduce waste and plastics in federal operations. Finally, the Office of the Correctional Investigator relies on service providers for a number of its internal services, including procurement. Therefore, it supports and aligns with Public Safety Canada's criteria to strengthen green procurement. Additionally, the Office commits to ensuring that its corporate services employees responsible for supporting the procurement needs as well as its contracting delegates complete the mandatory green procurement training.

Target theme: Federal Leadership on Responsible Consumption

Target: The Government of Canada's procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers).

Implementation Strategy	Departmental Action	Performance Indicator/Starting Point and Target	How the Departmental Action contributes to the FSDS Goal and target, and where applicable, to Canada's 2030 and SDGS
Strengthen green procurement criteria	<p>Ensure all procurement and materiel management support specialists and contracting delegates are trained in green procurement (such as, the Canada School of Public Service course on green procurement, or equivalent) within two years of being identified.</p> <p>Program: C.</p> <p>Program: Corporate Services r</p>	<p>Percentage of procurement and materiel management support specialists and contracting delegates trained in green procurement within two years of being identified.</p> <p>Starting point: In 2022-23, 29% of procurement and materiel management support specialists trained in green procurement.</p> <p>Target: 80% by March 31 2027.</p> <p>Target: 80% in 2024 % by March 1 2027</p>	<p>Green procurement incorporates environmental considerations into purchasing decisions, and is expected to motivate suppliers to reduce the environmental impact of the goods and services they deliver, and their supply chains.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> Canadians consume in a sustainable manner.</p> <p><i>CIF Indicator: 12.2.1</i> Proportion of businesses that adopted selected environmental protection activities and management practices.</p> <p><i>GIF Target: 12.7</i> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>
	<p>In collaboration with the service providers, reduce the intake of paper proposals from supplier community by establishing an e-bidding in competitive processes.</p> <p>Program: Corporate Services</p>	<p>Percentage of competitive procurement files that use e-bidding.</p> <p>Starting Point: 90% 2022 (Public Safety Canada Data).</p> <p>Target: 100% in 2023.</p>	<p>Green procurement practices are also being applied in the procurement processes such as e-bidding and optimization of existing technology will reduce paper consumption and real property footprint.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> Canadians consume in a sustainable manner.</p> <p><i>CIF Indicator: 12.2.1</i> Proportion of businesses that adopted selected environmental protection activities and management practices.</p> <p><i>GIF Target: 12.7</i> Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>
	<p>Dispose of waste such as electronics and material management in an environmentally sound and secure manner, which will reduce their presence in landfills where it can produce higher green house gasses (Government of Canada surplus, recycling programs, sound destruction).</p> <p>Program: Corporate Services</p> <p>Implement and maintain the ratio of IT assets per employee by implementing a One Device</p>	<p>Percentage of waste disposed in an environmentally sound and secure manner.</p> <p>Starting Point: New program starting fall 2023.</p> <p>Target: 100% in 2024.</p> <p>Percentage of employees complying with One Device Policy.</p>	<p>Green procurement policy also requires the department to develop an IT asset strategy as well as the implementation of an environmentally sound disposal process to contribute to the prevention, reduction, reuse and recycling of IT and material assets.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> Canadians consume in a sustainable manner.</p> <p><i>CIF Indicator: 12.2.1</i> Proportion of businesses that adopted selected environmental protection activities and management practices.</p>

	Policy with very limited exceptions.	Starting Point: New program starting fall 2023.	<i>GIF Target: 12.5</i> By 2030 substantially reduce waste generation through prevention, reduction, recycling and reuse.
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Strategic Development Goal 13: Take action on climate change and its impacts

As per the Federal Sustainability Development Strategy's Goal 13, the following two targets aim to take action on climate change and its impacts:

- The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050; and,
- The Government of Canada will transition to climate resilient operations by 2050.

These targets are supported by the following four implementations strategies:

- Apply a greenhouse gas reduction life-cycle cost analysis for major building retrofits (all federal organizations owning real property);
- Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations;
- Modernize through net-zero carbon buildings (all federal organizations owning real property); and,
- Reduce risks posed by climate change impacts to federal assets, services and operations (owning real property).

As indicated under the Goal 12 context, the Office of the Correctional Investigator's real property needs are managed by the federal custodian, Public Services and Procurement Canada. The Office's contribution to Goal 13 will be through its support to implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.

Target theme: Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience

Target: The Government of Canada will transition to climate resilient operations by 2050.

Implementation Strategy	Departmental Action	Performance Indicator/Starting Point and Target	How the Departmental Action contributes to the FSDS Goal and target, and where applicable, to Canada's 2030 and SDGS
Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations.	<p>Ensure all relevant employees receive training on assessing climate change impacts; undertaking climate change risk assessments, and developing adaptation actions, if applicable, within two years of being identified.</p> <p>Program: Corporate Services, Operations and Policy and Research</p> <p>Program: Corporate Services, Operations, Policy and Research</p> <p>Program: Corporate Service, Operations and Policy Program: Corporate Services and Research arch</p>	<p>Percentage of relevant employees trained on assessing climate change impacts, undertaking climate change risk assessments, and developing adaptation actions within two year of being identified.</p> <p>Starting point: New program starting in 2024.</p> <p>Target: 10% trained by 2025; 70% by 2027.</p> <p>20</p>	<p>Trained staff can identify risk to critical program delivery, and develop responses to increase the resilience of operations to impacts of climate change.</p> <p>Relevant targets or ambitions: CIF Ambition / Target: 13.3 Canadians are well-equipped and resilient to face the effects of Climate change.</p> <p>CIF Indicator: 13.3.1 Proportion of municipal organization who factored climate change adaptation into their decision-making process.</p> <p><i>GIF Target: 13.3</i> Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>
	<p>Encourage sustainable business travel practices or commute to work through the implementation of a hybrid workplace.</p> <p>Program: Corporate Services, Operations, Policy and Research</p>	<p>Percentage of employees' hybrid work arrangement meets 2-3 days in the office.</p> <p>Starting point: 80%</p> <p>Target: 90% by 2026-27.</p>	<p>Due to its operational travel needs, (accessibility of services by federally incarcerated individuals) the Office will ensure the implementation of hybrid work arrangements and promote and encourage sustainable travel practices to reduce the carbon footprint per employee.</p>

More information on the Office of the Correctional Investigator's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

The independent oversight of federal corrections is supported by the following programs:

- Ombuds for federally sentenced individuals

Supporting information on planned expenditures, human resources, and results related to Office of the Correctional Investigator's's program inventory is available on [GC Infobase](#).

Summary of changes made to reporting framework since last year

There are no changes to the approved departmental results framework associated with this core responsibility. A 2024 submission to modify the organization's departmental results framework, including performance indicators, is in development.

Internal services

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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:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

The organization has several memoranda of understanding (MOUs) in place with service providers for basic internal services such as financial administration services; pay and compensation; contracting; staffing; and other human resources services. These MOUs include quality control, oversight, monitoring, and performance indicators. Over 50% of the planned spending amount identified as Internal Services, expenditures is dedicated to goods and services to support the Core Responsibility: Independent Oversight of Federal Corrections and/or the organization as a whole, for example, securing consultant contracts and the MOUs.

The organization is reviewing its Digital Services Plan that takes the Office from one that is mostly a paper-based system to one with a full digital office and that aligns with government hybrid work force approaches. Specifically, in the upcoming year, the organization will continue the implementation of its digital office project, as well as place efforts and investments toward establishing an organizational data

and performance strategy in order to improve tracking, reporting and information management practices.

In this reporting period, the organization will continue to address the lack of capacity (internal resources) dedicated to Communications, ATIP functions, Finance and Administrative support. These resources will strengthen and sustain the capacity required to meet government reporting requirements in an effective and efficient way.

The Office of the Correctional Investigator will also invest a significant percentage of its operating and maintenance budget to upgrade the Office's Information Technology /Information Management infrastructure and tools. This will include:

- Investment in IT infrastructure allowing for better connection, support for a hybrid workplace, and ensuring security of information;
- Improvements to the current case management system (e.g., SCRIPTA);
- Investment in specialized data analytics software; and
- Investment in a new information management system (e.g., GCDOCS or SHAREPOINT).

In addition to the ongoing human resources obligations in addressing the post-pandemic environment, the Office of the Correctional Investigator will continue the assessment and implementation of various well-being initiatives to better support and retain its staff as well as attract new talent to the organization.

Snapshot of planned resources in 2024-25

- Planned spending: \$2,238,723
- Planned full-time resources: 10

Related government priorities

Table [3]: Planning for contracts awarded to Indigenous businesses

The Office of the Correctional Investigator is listed in phase three of the Indigenous business procurement implementation targeting 2024-25 for the achievement of the mandatory minimum 5%. As part of the procurement planning exercise, the Office of the Correctional Investigator will identify Indigenous businesses available with the necessary expertise to meet its contracting needs. Additionally, collaboration with service providers will ensure the establishment of a planning and reporting methodology, which will result in the mandatory 5% target, will be met by using various contracting mechanisms made available.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	n/a	n/a	5% of all contracts issued in the reporting period.

Planned spending and human resources

This section provides an overview of the Office of the Correctional Investigator’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

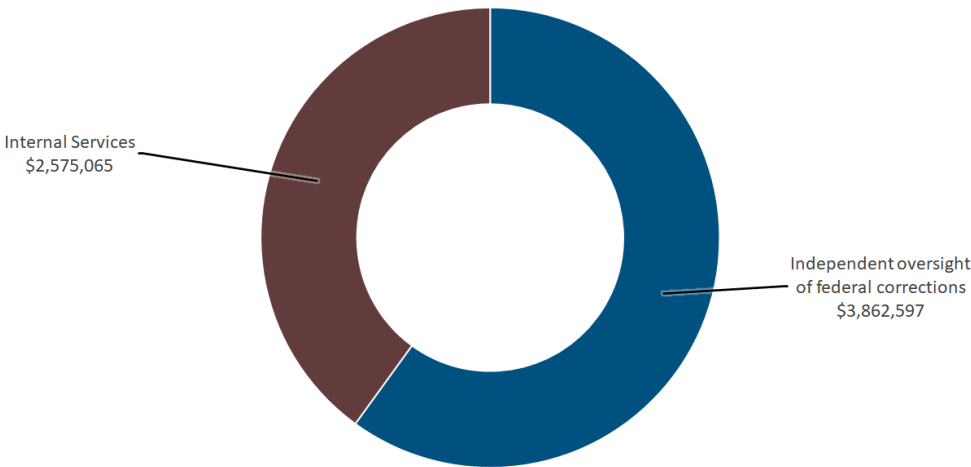
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Spending

Figure [1]: Spending by core responsibility in 2024–25

Table of Planned Spending for Upcoming Fiscal Year



Explanation of figure [1]:

The figure displays a donut graph with two entries, displaying “Internal Services: \$2,575,065” and “Independent oversight of federal corrections: \$3,862,597”.

Table [4]: Actual spending summary for core responsibilities and internal services (\$ dollars)

The following table shows information on spending for each of OCI's core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	[2021–2022] actual expenditures	[2022–2023] actual expenditures	[2023–2024] forecast spending
Independent oversight of federal corrections	4,138,938	4,200,573	3,862,597
Subtotal	4,138,938	4,200,573	3,862,597
Internal services	1,014,057	1,561,141	2,575,065
Total	5,152,995	5,761,614	6,437,662

Explanation of table [4]

The increase in year-over-year actual spending shown above is largely attributable to economic increases for executive and non-executives employed by the Office of the Correctional Investigator. The forecasted spending in 2023-24 is informed by funding received via a Program Integrity TB Submission in support of the organization's oversight functions.

Table [5]: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the Office of the Correctional Investigator's core responsibilities and for its internal services for the upcoming three fiscal years.

Core responsibilities and internal services	[2024-25] budgetary spending (as indicated in Main Estimates)	[2024-25] planned spending	[2025-26] planned spending	[2026-27] planned spending
Independent oversight of federal corrections	5,223,687	5,223,687	5,586,003	5,588,572
Subtotal	5,223,687	5,223,687	5,586,003	5,588,572
Internal services	2,238,723	2,238,723	2,394,001	2,395,102
Total	7,462,410	7,462,410	7,980,004	7,983,674

Explanation of table [5]

The budgetary spending increase outlined above is the result of a progressive increases in funding received (and to be received) via a Program Integrity TB Submission in support of the organization's oversight functions from 2024-25 to 2025-26 with stabilization in 2026-27 and thereafter.

Table [6]: 2024–25 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2024–25.

Core responsibilities and internal services	[2024-25] gross planned spending (dollars)	[2024-25] planned revenues netted against spending (dollars)	[2024-25] planned net spending (dollars)
Independent oversight of federal corrections	5,223,687	0	5,223,687
Subtotal	5,223,687	0	5,223,687
Internal services	2,238,687	0	2,238,687
Total	7,462,410	0	7,462,410

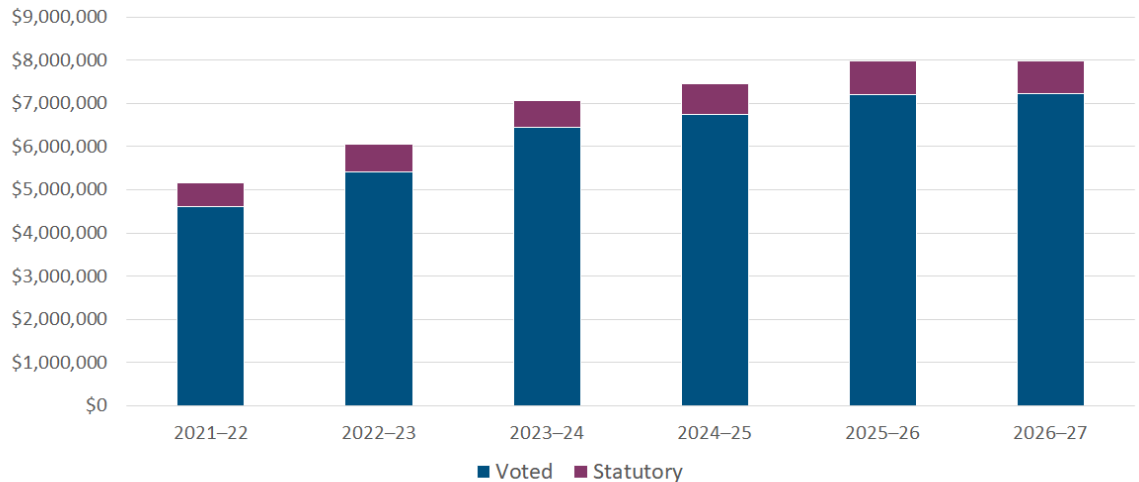
Explanation of table [6]

This table shows planned spending in 2024-25 for the organization's core responsibility: Independent oversight of federal corrections and internal services.

Funding

Figure [2]: Departmental spending 2021–22 to 2026–27

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



Year	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Statutory	\$538,460	\$646,996	\$617,131	\$728,199	\$768,329	\$768,774
Voted	\$4,614,535	\$5,416,848	\$6,437,662	\$6,734,211	\$7,211,675	\$7,214,900
Total	\$5,152,995	\$6,063,844	\$7,054,793	\$7,462,410	\$7,980,004	\$7,983,674

Explanation of figure [2]:

The variance between 2021-22 and 2022-23 is attributable to negotiated salary adjustments for unrepresented groups (EX) coupled with the operational carry forward from the previous fiscal year. Additionally, the decreased spending in 2021-22 was due to COVID19 challenges as well as personnel turnover and staffing delays. It is important to note that the 2023-24 data is forecasted spending as of this writing. The expectation from 2023-24 onward can be described as a slight increase in spending to implement program integrity funding.

Estimates by vote

Information on the office of the correctional investigator's organizational appropriations is available in the [2024-25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of [organization's name]'s operations for 2023-24 to 2024-25.

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.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available at the Office of the Correctional Investigator's [web site](#).

Table [7]: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	[2023–24] forecast results	[2024–25] planned results	Difference ([2024–25] planned results minus [2023–24] forecast results)
Total expenses	7,192,316	7,951,424	759,108
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,192,316	7,951,424	759,108

Human resources

Table [8]: Actual human resources for core responsibilities and internal services

The following table shows a summary of human resources, in full-time equivalents (FTEs), for the Office of the Correctional Investigator’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	[2021–22] actual FTEs	[2022–23] actual FTEs	[2023–24] forecasted FTEs
Independent oversight of federal corrections	30	27.6	31
Subtotal	30	27.6	31
Internal services	5	7.6	7
Total	35	35.2	38

Explanation of table [8]

The table above shows information on human resources, in full-time equivalents (FTEs), for the Office of the Correctional Investigator’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Table [9]: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Office of the Correctional Investigator’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	[2024–25] planned fulltime equivalents	[2025–26] planned fulltime equivalents	[2026–27] planned fulltime equivalents
Independent oversight of federal corrections	35	41	41
Subtotal			

Core responsibilities and internal services	[2024–25] planned fulltime equivalents	[2025–26] planned fulltime equivalents	[2026–27] planned fulltime equivalents
Internal services	10	10	10
Total	45	51	51

Explanation of table [9]

The table above shows information on human resources, in full-time equivalents (FTEs), for each of the Office of the Correctional Investigator’s core responsibilities and for its internal services planned for 2024–25 and future years.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Dominic LeBlanc, P.C., K.C., MP.

Institutional head: Ivan Zinger, J.D., Ph.D

Ministerial portfolio: Public Safety

Enabling instrument(s): [Corrections and Conditional Release Act](#)

Year of incorporation / commencement: 1973 pursuant to the [Inquiries Act](#) and 1992 pursuant to the [Corrections and Conditional Release Act](#).

Organizational contact information

Mailing address

Office of the Correctional Investigator Canada, PO Box 3421, Station D, Ottawa, Ontario

K1P 6L4, Canada

Telephone: 1-877-885-8848

Fax: 613-990-0563

E-mail: org@oci-bec.gc.ca

Web site: <https://www.oci-bec.gc.ca/>

Supplementary information tables

Supplementary information tables are available on the Office of the Correctional Investigator’s [website](#).

Information on the Office of the Correctional Investigator’s departmental sustainable development strategy can be found on the Office of the Correctional Investigator’s [website](#).

Federal tax expenditures

The Office of the Correctional Investigator's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

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

gender-based analysis plus (GBA 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. 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, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

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.

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

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.