



Public Prosecution
Service of Canada

Service des poursuites
pénales du Canada

PUBLIC PROSECUTION SERVICE OF CANADA

Annual Report 2006–2007



Canada 

If you would like to know more about the Public Prosecution Service of Canada, please refer to the following documents, both of which are available through our website at www.ppsc-sppc.gc.ca:

- *The Director of Public Prosecutions Act*;
- *The Federal Prosecution Service Deskbook*.

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Public Prosecution Service of Canada Annual Report 2006–2007

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(Cover art includes photo by Patrick Walton.)

June 6, 2007

The Honourable Robert Nicholson, P.C., M.P.
Minister of Justice and Attorney General of Canada
House of Commons
Ottawa, Ontario K1A 0H8

Dear Attorney General:

Pursuant to subsection 16 (1) of the *Director of Public Prosecutions Act*, I am pleased to present you with the first Annual Report of the Public Prosecution Service of Canada (PPSC). The report covers the first three and a half months of the PPSC's existence, from our creation on December 12, 2006 through March 31, 2007.

In addition to reporting on the establishment of the PPSC, our mandate, and our activities to date, the report describes our plans for moving forward as an integral part of Canada's criminal justice system.

I look forward to our continued work with our federal and provincial partners.

Yours truly,

A handwritten signature in cursive script that reads "Brian Saunders".

Brian J. Saunders
Acting Director of Public Prosecutions

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Message from the Acting Director of Public Prosecutions

The creation of the Public Prosecution Service of Canada (PPSC) was the culmination of an exemplary planning exercise and the efforts of a committed team. On December 12, 2006, the Federal Prosecution Service became independent of the Department of Justice Canada, forming the Office of the Director of Public Prosecutions. Since then, we have been building a new organization we now call the Public Prosecution Service of Canada.

The prosecution function is an integral part of the criminal justice system and defines what we are as an organization. Before a case is brought before a court, the prosecutor must decide whether to prosecute. A criminal case is brought to court only when the prosecutor is satisfied that there is a reasonable prospect of conviction and believes that a prosecution will serve the public interest. The obligation to make this assessment continues throughout the cases we prosecute. The exercise of prosecutorial discretion arises at numerous stages of the criminal justice process, including the charging decision, release on bail, disclosure, termination of proceedings, and granting of immunity to a witness. It is guided by established policies and guidelines that seek to ensure that our decisions are made fairly and judiciously in the public interest.

I became the Acting Director of Public Prosecutions on December 12, when the *Director of Public Prosecutions Act* came into force. On the same day, I named two Acting Deputy

Directors of Public Prosecutions to assist me in managing the PPSC, Chantal Proulx and George Dolhai.

Our first task was to build a new organization. Working with colleagues in the Department of Justice as well as with our federal and provincial partners, we have maintained our principles and standards in playing our key role in Canada's criminal justice system. We have worked together to ensure a smooth and seamless transition, guided by the principle that people are our main concern and focused on the prosecution of criminal offences under federal law in a manner that is independent of any improper influence and that respects the public interest.

This annual report, while covering only a few short months following the creation of the PPSC, charts our progress and chronicles our accomplishments to date. It demonstrates to Parliament and to Canadians our commitment to the guiding principles of independence, transparency, and accountability.

We take pride in the high level of professionalism of our prosecutors and the paralegals and support staff who work with them.

The task before us is considerable as we continue to represent the federal Crown while evolving as an independent organization. The transition will require both co-operation and collaboration and I am confident that our team will rise to the challenges ahead.



Brian J. Saunders
Acting Director of Public Prosecutions

1. About the Public Prosecution Service of Canada

The Public Prosecution Service of Canada (PPSC) is a federal government organization, created on December 12, 2006, when Part 3 of the *Federal Accountability Act* received Royal Assent, bringing the *Director of Public Prosecutions Act* into force.

The PPSC fulfills the responsibilities of the Attorney General of Canada in the discharge of his criminal law mandate by prosecuting criminal offences under federal jurisdiction and by contributing to strengthening the criminal justice system.

In this regard, the PPSC assumes the role played within the Department of Justice Canada by the former Federal Prosecution Service (FPS), and takes on additional responsibilities for prosecuting new fraud offences under the *Financial Administration Act* as well as offences under the *Canada Elections Act*. Unlike the FPS, which was part of the Department of Justice, the PPSC is an independent organization, reporting to Parliament through the Attorney General of Canada.

Mandate

The creation of the PPSC reflects the decision to make transparent the principle of prosecutorial independence, free from any improper influence.

The mandate of the PPSC is set out in the *Director of Public Prosecutions Act*. The Act calls on the PPSC to provide prosecutorial advice to law enforcement agencies, and to act as

prosecutor in matters prosecuted by the Attorney General of Canada on behalf of the Crown.

In fulfilling its mandate, the PPSC benefits Canadians by

- promoting effective investigations, the rule of law, and respect for the rights of Canadians by providing pre-charge legal advice to investigative agencies;
- upholding federal laws through principled and independent decisions by prosecutors; and
- instilling confidence in the administration of justice by conducting prosecutions that result in a judicial determination on the merits of the case.

Governance

The PPSC reports to Parliament through the Attorney General of Canada. The *Director of Public Prosecutions Act* states that the Director of Public Prosecutions acts “under and on behalf of the Attorney General of Canada.” The relationship between the Attorney General and the Director is premised on the principles of respect for the independence of the prosecution function and the need to consult on important matters of general interest.

Safeguarding the Director’s independence is the requirement that all instructions from the Attorney General be in writing and published in the *Canada Gazette*. In turn, the Director must inform the Attorney General of any prosecution or planned intervention that may raise important questions of general interest, allowing the Attorney General the opportunity to intervene in, or assume conduct of, a case. Additionally, the PPSC must provide the Attorney General with an annual report for tabling in Parliament.

Powers, Duties, and Functions of the Director

The core powers, duties, and functions of the Director of Public Prosecutions are set out in subsection 3(3) of the *Director of Public Prosecutions Act*. These responsibilities include

- initiating and conducting federal prosecutions;
- intervening in proceedings that raise a question of public interest that may affect the conduct of prosecutions or related investigations;
- issuing guidelines to federal prosecutors;
- advising law enforcement agencies or investigative bodies on general matters relating to prosecutions and on particular investigations that may lead to prosecution;
- communicating with the media and the public on all matters respecting the initiation and conduct of prosecutions;
- exercising the authority of the Attorney General of Canada in respect of private prosecutions; and
- exercising any other power or carrying out any other duty or function assigned by the Attorney General that is compatible with the office of the Director.

When carrying out these statutory responsibilities, the Director is the Deputy Attorney General of Canada. Unless otherwise directed in writing by the Attorney General, the Director has the power to make binding and final decisions to prosecute offences under federal statutes.

Role of the Prosecutor

Canadian courts expect a great deal from prosecutors, who are subject to ethical, procedural, and constitutional obligations. Traditionally, their role has been regarded as that of “a representative of justice” rather than that of “a partisan advocate.” Their functions are imbued with a public trust. Prosecutors are expected to discharge their duties with fairness, objectivity, and integrity. Their role is not to win convictions at any cost but to put before the court all available, relevant, and admissible evidence necessary to enable the court to determine the guilt or innocence of the accused. As stated by the Supreme Court of Canada in *Boucher v. The Queen*, [1955] S.C.R. 16, at 23-24:

It cannot be over-emphasized that the purpose of a criminal prosecution is not to obtain a conviction, it is to lay before a jury what the Crown considers to be credible evidence relevant to what is alleged to be a crime. Counsel have a duty to see that all available legal proof of the facts is presented: it should be done firmly and pressed to its legitimate strength, but it must also be done fairly. The role of prosecutor excludes any notion of winning or losing; his function is a matter of public duty than which in civil life there can be none charged with greater personal responsibility. It is to be efficiently performed with an ingrained sense of the dignity, the seriousness and the justness of judicial proceedings.

Roles and Responsibilities of the PPSC

The PPSC is responsible for prosecuting offences under more than 50 federal statutes and for providing prosecution-related legal advice to law enforcement agencies. Cases

prosecuted by the PPSC include those involving drugs, organized crime, terrorism, tax law, money laundering and proceeds of crime, crimes against humanity and war crimes, *Criminal Code* offences in the territories, and a large number of federal regulatory offences.

The PPSC is not an investigative agency. It prosecutes when a charge has been laid pursuant to an investigation by the Royal Canadian Mounted Police (RCMP) or some other investigative agency of a violation of federal law. The PPSC provides advice and assistance to investigators at the investigative stage and works closely with them, particularly in terrorism, criminal organization, proceeds of crime, money laundering, market fraud, and mega cases.

The responsibilities of the PPSC vary somewhat by province and territory:

- In all provinces and territories, except Quebec and New Brunswick, the PPSC is responsible for prosecuting all drug offences under the *Controlled Drugs and Substances Act*, regardless of which police agency investigated the alleged offences. In Quebec and New Brunswick, the only drug offences prosecuted by the PPSC are those investigated by the RCMP.
- In all provinces and territories, the PPSC prosecutes violations of federal statutes such as the *Fisheries Act*, the *Income Tax Act*, the *Excise Act*, the *Customs Act*, the *Canadian Environmental Protection Act*, and the *Canada Shipping Act*, as well as conspiracies and attempts to violate these statutes. The PPSC also prosecutes terrorism and certain criminal organization offences under the *Criminal Code*, as well as money laundering and proceeds of crime charges. Under arrangements with the provinces, the PPSC may also prosecute *Criminal Code* offences related to drug charges.

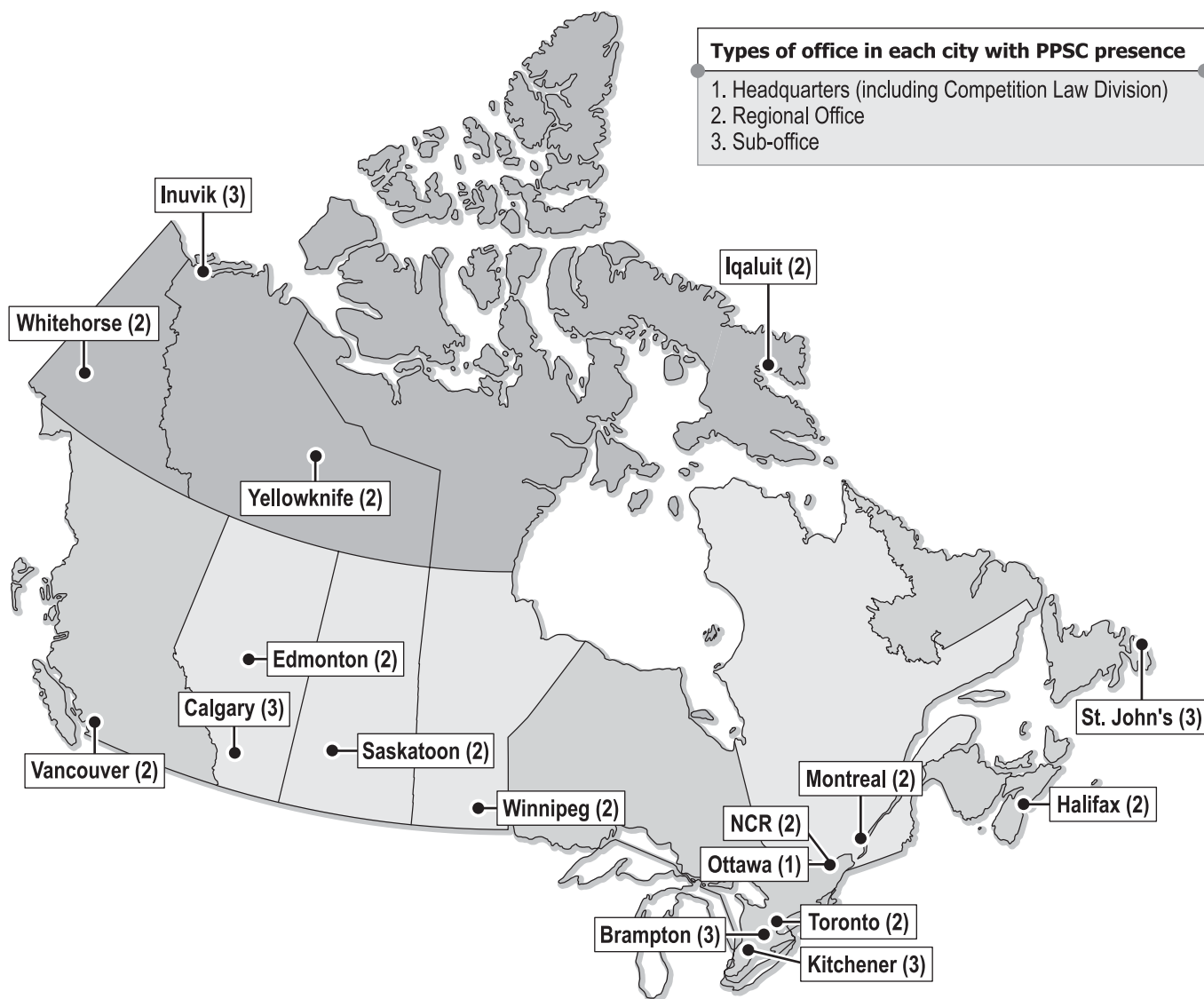
- In all three territories, the PPSC is responsible for prosecuting all *Criminal Code* offences and offences under other federal statutes.

On a national level, the PPSC performs a number of key roles to fulfill the criminal litigation responsibilities of the Attorney General, including

- providing legal advice to investigative agencies and government departments on the criminal law implications of investigations and prosecutions;
- participating in multidisciplinary integrated enforcement teams with members of partner organizations, including the RCMP;
- applying for various types of judicial authorizations before charges are laid to enable the police to carry out their investigations lawfully, including wiretap applications and applications for special search warrants and restraint orders;
- reviewing charges and exercising the Attorney General's discretion to prosecute;
- performing legal, financial, and strategic risk assessments and developing plans for managing the prosecution of mega cases;
- acting as prosecutor in all matters prosecuted by the Attorney General of Canada on behalf of the Crown;
- exercising the powers, duties, and functions of the Attorney General of Canada in extradition and mutual legal assistance matters; and
- acting as a centre of expertise for criminal law, national security, and federal prosecution matters, and providing the prosecutor's perspective on the development of amendments to federal statutes relevant to the criminal justice system.

About The Organization

The PPSC has a headquarters office in Ottawa, 11 regional offices, 5 sub-offices, and a group of federal prosecutors who specialize in competition law prosecutions and who are co-located with the Competition Bureau. Of its approximately 670 employees, the majority are staff prosecutors supported by other professionals, such as paralegals, administrators, legal assistants, and corporate services staff.



Headquarters

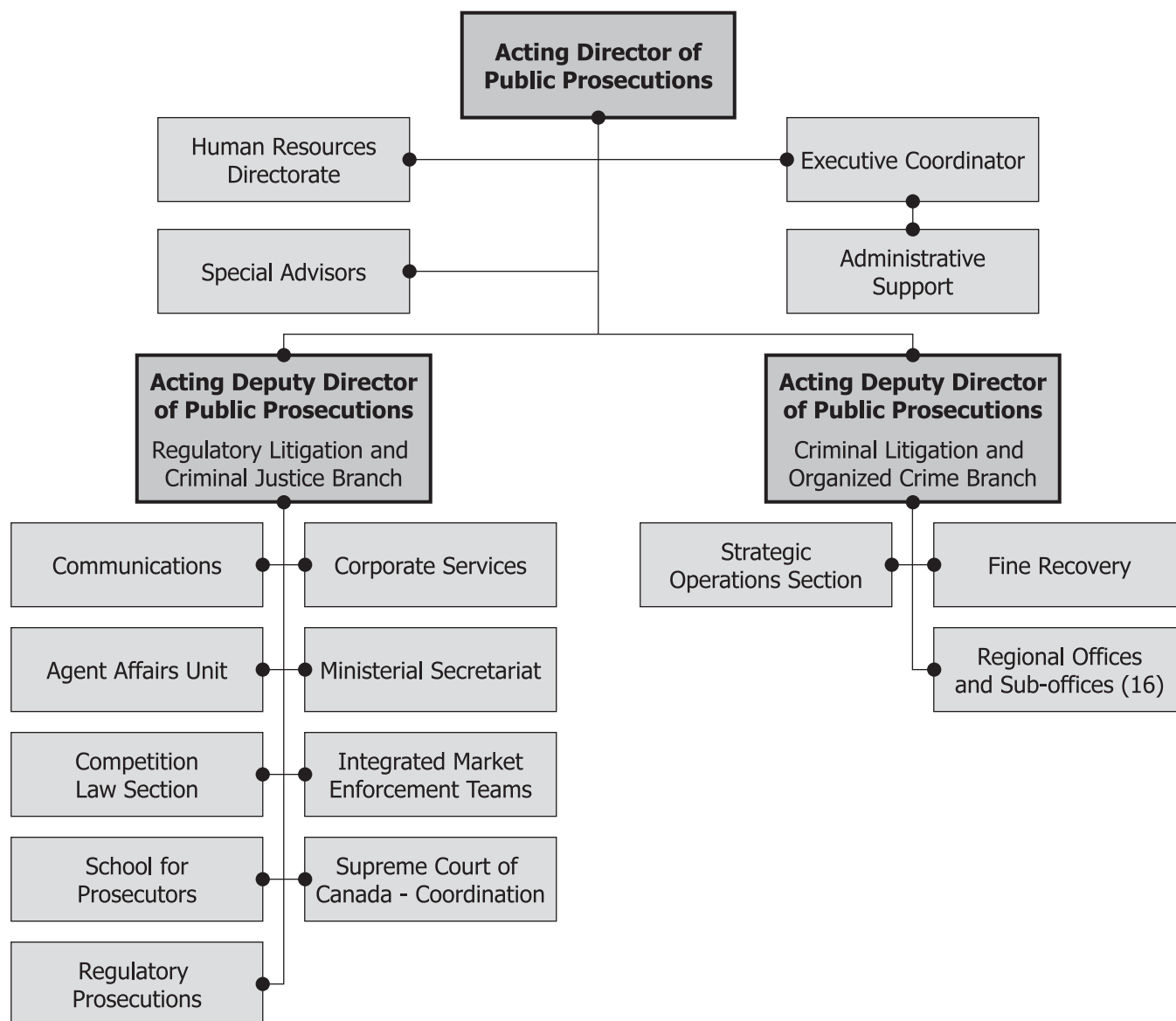
The Acting Director of Public Prosecutions and the two Acting Deputy Directors are situated at PPSC headquarters in Ottawa. Headquarters functions include the coordination of criminal cases before the Supreme Court of Canada and of regulatory prosecutions; the development of prosecution policies and best practices; the provision of strategic advice, direction, and litigation support to prosecutors in the regions; the coordination of training activities including the School for Prosecutors; and the provision of corporate services, communications and legal agent support.

Regions

The regional component of the PPSC is organized as follows:

- **Atlantic Region** covers the four Atlantic provinces – Nova Scotia, New Brunswick, Newfoundland and Labrador, and Prince Edward Island. The regional office is located in Halifax, Nova Scotia. There is a sub-office in St. John's, Newfoundland and Labrador.
- **Quebec Region** covers most of the province of Quebec. The regional office is located in Montreal.
- **Ontario Region** covers Toronto and the south-western part of the province of Ontario. The regional office is located in Toronto. There are sub-offices in Brampton and Kitchener.
- **National Capital Region** covers the eastern and northern parts of the province of Ontario as well as the Gatineau region and other parts of western Quebec. The regional office is located in Ottawa, Ontario.
- **Manitoba Region** covers the province of Manitoba. The regional office is located in Winnipeg.
- **Saskatchewan Region** covers the province of Saskatchewan. The regional office is located in Saskatoon.
- **Alberta Region** covers the province of Alberta. The regional office is located in Edmonton. There is a sub-office in Calgary.
- **British Columbia Region** covers the province of British Columbia. The regional office is located in Vancouver.
- **Yukon Region** covers the Yukon Territory. The regional office is located in Whitehorse.
- **Northwest Territories Region** covers the Northwest Territories. The regional office is located in Yellowknife. There is a sub-office in Inuvik.
- **Nunavut Region** covers the Nunavut Territory. The regional office is located in Iqaluit.

The chart below outlines the PPSC's interim organizational structure, as of March 31, 2007.



Legal Agents

Agents are retained in regions where the demand for prosecution services exceeds the staff resources available, or where it is more cost-effective to hire an agent, given the location and complexity of a prosecution.

The PPSC currently contracts with approximately 800 individually appointed counsel from about 250 firms. Private sector lawyers who wish to be considered for appointment as agents may contact the PPSC through our website at www.ppsc-sppc.gc.ca.

Competency and integrity are the overriding considerations when selecting and appointing agents. A standardized appointment process ensures that we reach a wide range of potential candidates, that applicants are properly screened, and that the firms and practitioners being appointed are suitable.

The Agent Affairs Program, established in 1996, handles the management of agents. The objectives of this program are to ensure both the quality of legal services provided by agents and cost-effective service delivery. The Agent Affairs Unit of this program is centralized at PPSC headquarters, while each regional office has an Agent Supervision Unit to handle the day-to-day management of agents.

The relationship between the PPSC and its agents is governed by the *Federal Prosecution Service Deskbook* and the *Terms and Conditions of Appointment of Legal Agents*.

Partners

The PPSC partners with many organizations at the provincial and territorial, national, and international levels. Such partnerships are collaborative, allowing the organizations to address issues of mutual concern, and to identify and share best practices.

The Department of Justice Canada

Despite being created as an organization separate from the Department of Justice Canada, the PPSC continues to enjoy a close and cooperative working relationship with its former colleagues. Regular consultations inform the positions taken by federal prosecutors in court, and ensure that those positions are developed with the benefit of the expertise of Department of Justice counsel in areas such as human rights law, constitutional law, Aboriginal law, and criminal law policy. In addition, the PPSC collaborates with Department of Justice counsel in the provision of legal advice to investigative agencies, particularly in regulatory matters. The Department of Justice also continues to provide the PPSC with numerous transactional corporate services.

Federal Partners

Our main law enforcement partner is the RCMP, which works jointly with the PPSC to ensure border integrity and to address terrorism, organized crime and drug offences. A *Memorandum of Understanding* provides for joint priority setting and planning.

Other government departments and agencies also refer cases to the PPSC for prosecution. These include the Canada Revenue Agency, the Department of Justice (War Crimes Unit), Environment Canada, the Department of Fisheries and Oceans, the Department of Public Safety, and the Bank of Canada.

Provincial and Territorial Partners

At the provincial level, the PPSC partners with provincial prosecution services to develop consistent policy approaches to prosecutions in many areas, including those of concurrent jurisdiction and prosecutorial training, and to share expertise and best practices in prosecutions. This is mostly achieved through the FPT Heads of Prosecutions Committee, which is co-chaired by the PPSC.

International Partners

At the international level, PPSC partners with organizations to develop common responses to serious transnational crime, particularly drug trafficking and money laundering, and to combat terrorism. To exchange best practices, the PPSC participates in international organizations such as the Canada–United States Cross-Border Crime Forum and the International Association of Prosecutors (IAP), which has special consultative status with the United Nations.

2. The Year in Review

The period under review in this report begins December 12, 2006, when the Public Prosecution Service of Canada (PPSC) began as a new and independent organization, and ends March 31, 2007. On December 12, 2006, the principal prosecution function of the Attorney General of Canada was transferred from the Department of Justice to the PPSC. The preparation and planning of prosecutors and staff resulted in a transition unmarred by operational impacts or delays.

The success of the transition can be attributed to the hard work and professionalism of the PPSC's staff. The PPSC is taking a gradual, phased approach to the administrative and corporate changes resulting from the creation of a new organization. This approach ensures continuity and a smooth transfer of functions and duties as the PPSC builds its organization.

Throughout the transition planning, the PPSC carried a caseload similar to that of its predecessor, the Federal Prosecution Service (FPS), which in 2006–2007 totalled some 59,000 litigation files. Of this total, 86.1 percent were prosecutions of drug, organized crime, and *Criminal Code* offences; 9.3 percent were prosecutions of federal offences to protect the environment, natural resources, and economic and social health; 1.0 percent were prosecutions undertaken to combat terrorism and transnational crime; and the remaining 3.6 percent were related to criminal litigation matters, including training and outreach activities.

A Phased Transition

The transition from the FPS to the PPSC involves three key phases:

- Phase One took place prior to December 12, 2006. It involved an assessment of the expected corporate and business needs of the PPSC, as well as the planning and preparation necessary to meet those needs.
- Phase Two started on December 12, 2006 when the *Federal Accountability Act* received Royal Assent and when the *Director of Public Prosecutions Act* came into force. Start-up activities for the PPSC began and prosecutorial services were transferred to the PPSC while the Department of Justice continued to provide corporate and administrative services. This phase ended on March 31, 2007.
- The third phase, from March 31, 2007 onwards, will see the PPSC develop its corporate services model.

Directives and Assignments

To safeguard the independence of the PPSC, the *Director of Public Prosecutions Act* requires that all directives and assignments issued by the Attorney General be published in the *Canada Gazette*. On March 10, 2007, one directive and two assignments from the Attorney General to the PPSC were published.

Directive on the *Federal Prosecution Service Deskbook*

This Directive instructed all federal prosecutors and Crown agents acting as federal prosecutors to continue to apply the policies and guidelines set out in the *Federal Prosecution Service Deskbook* (*FPS Deskbook*). The *FPS Deskbook* contains policies and guidelines for prosecutors who act on behalf of the Attorney General of Canada. It was published when the FPS carried out the prosecutorial function of the Attorney General of Canada and is available to the public through the PPSC website.

Assignment on Best Practices

This Assignment gave the Director of Public Prosecutions the responsibility for developing a set of best practices for prosecuting frauds against governments. Since the PPSC's mandate includes the prosecution of the new fraud provisions in the *Financial Administration Act*, the development of best practices is a PPSC priority.

Assignment on Prosecutions through Agreement with Provincial Attorneys General

This Assignment authorized the Director of Public Prosecutions to conduct prosecutions that the Attorney General can undertake through agreements with the provincial Attorneys General, and to conduct, under the authority of provincial Attorneys General, prosecutions and related proceedings, including appeals of charges that fall under the exclusive prosecutorial authority of the province.

This assignment was given to provide greater certainty and to confirm existing practices under so-called "major-minor" agreements,

pursuant to which federal prosecutors receive authority to prosecute *Criminal Code* offences on behalf of a provincial Attorney General. This generally occurs where the *Criminal Code* offences are related to drug offences. Similarly, provincial prosecutors are authorized by these agreements to prosecute federal offences where the major offence is in the *Criminal Code*. Such arrangements are called "major-minor" agreements because the prosecution service having carriage of the "major" charge will prosecute the "minor" charge as well.

Communications

Communications is a priority for the PPSC. As stated in the *Director of Public Prosecutions Act*, one of the responsibilities of the PPSC is to communicate with the media and the public on all matters relating to prosecutions. To this end, the PPSC has set and is achieving its communication goals with the release of its *Report on Plans and Priorities 2007–2008*, the creation of the PPSC website at www.ppsc-sppc.gc.ca, the production of this annual report, and the ongoing development of its communications plan, which aims to increase public awareness of the PPSC and confidence in the criminal justice system as it relates to prosecutions.

3. Looking Ahead

Throughout 2007–2008, the Public Prosecution Service of Canada (PPSC) will continue its prosecutorial activities and take further steps towards developing its corporate services model.

Program Activities for 2007–2008

In support of its mandate to “prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest,” the PPSC has identified five program activities as its focus for 2007–2008

- prosecuting drug, organized crime, and *Criminal Code* offences;
- prosecuting federal offences to protect the environment, natural resources, and economic and social health;
- addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada;
- promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context; and
- ensuring the sustainability of the PPSC.

Prosecuting Drug, Organized Crime, and *Criminal Code* Offences

This program activity focuses on the prosecution of drug-related crimes, organized crime, and *Criminal Code* offences throughout Canada.

Under this program activity, the PPSC is responsible for the following:

- Providing advice during police investigations and prosecuting drug charges under the *Controlled Drugs and Substances Act*, regardless of whether the case arises from a federal, provincial, or municipal police agency investigation. In Quebec and New Brunswick, however, the PPSC only prosecutes drug offences investigated by the Royal Canadian Mounted Police (RCMP).
- Prosecuting organized crime cases and, pursuant to arrangements with the provinces, *Criminal Code* offences in cases where drug offences are the “major” charges and *Criminal Code* offences are the “minor” charges.
- Prosecuting all *Criminal Code* offences in the three territories.

Prosecuting Federal Offences to Protect the Environment, Natural Resources, and Economic and Social Health

The PPSC carries out this program activity by providing advice and support to federal investigative agencies and by prosecuting federal offences under approximately 50 federal statutes.

These regulatory prosecutions include offences falling under legislation such as the *Income Tax Act*, the *Fisheries Act*, and the *Canadian Environmental Protection Act*. In cases where a specialized knowledge of specific legislation is required, teams of prosecutors with expertise on the specific statute are dedicated to the prosecutions. For example, the Atlantic Regional Office has a dedicated team of counsel devoted to prosecuting fisheries offences, and a group of PPSC prosecutors is dedicated to prosecutions under the *Competition Act*.

Addressing Criminal Issues to Contribute to a Safer World for Canada

The focus of this program activity is to prosecute offences under federal statutes such as the anti-terrorism provisions of the *Criminal Code*, the *Proceeds of Crime (Money Laundering) Terrorist Financing Act*, the *Customs Act*, the *Excise Act*, and the *Excise Tax Act*. This activity combats transnational crime and terrorism. The PPSC may also assist in executing extradition and mutual legal assistance requests before Canadian courts under the *Extradition Act* and the *Mutual Legal Assistance in Criminal Matters Act*. While this program activity is expected to involve a small number of cases, some will be resource intensive and lengthy in duration.

Promoting a Fair and Effective Justice System

The PPSC contributes to strengthening the criminal justice system in Canada. It provides legal training to investigative agencies and prosecutors, and promotes federal, provincial, and territorial cooperation within the prosecution community on shared issues. Better trained investigators and prosecutors benefit the Canadian justice system and enhance the public's confidence in the system.

With respect to the training of prosecutors, the PPSC operates a School for Prosecutors. The faculty includes senior federal prosecutors, judges, senior provincial prosecutors, and investigators. The School currently offers two programs. One is offered to prosecutors with up to five years prosecution experience, and covers a wide variety of areas. It is a broad and well-rounded course aimed mostly at prosecutors engaged in high-volume, mid-level prosecution work. The other program focuses on specialized, high-complexity prosecutions, such as complex organized crime cases and cases involving electronic surveillance.

The School for Prosecutors program has been highly successful and the PPSC is currently examining the feasibility of expanding it to accept more participants.

The PPSC collaborates with investigative agencies and provincial Heads of Prosecutions with respect to training. In particular, the PPSC and its federal partners, including the RCMP and the Canada Revenue Agency, plan and develop joint training activities, and the PPSC co-chairs a Federal-Provincial Heads of Prosecutions training committee. During the coming year, the PPSC will cooperate with all of its partners to develop more approaches to training, and to increase training for both prosecutors and investigators.

Ensuring the Sustainability of the PPSC

Over the past several years, the federal prosecution workload has grown as a result of increases in investigative resources, realignments of investigative priorities, and changes to investigative strategies. This is particularly true with respect to mega cases, which are extremely resource intensive. Addressing these pressures and ensuring the sustainability of the PPSC will be a priority in the year ahead.

Operational Priorities for 2007–2008

The PPSC's operational priorities for 2007–2008 are aimed at ensuring the establishment of the organization as a distinct entity, while providing the necessary support to our prosecutors and other staff nationally.

Support for Our Staff

The support for our prosecutors, who appear on behalf of the federal Crown every day in courts across the country, and for all our staff will continue to be our first priority. In 2007–2008 we will continue ensuring that we have in place the structures and services that allow prosecutors to maintain the highest ethical and professional standards in the fulfillment of the Attorney General of Canada's criminal litigation mandate.

Directives and Assignments

Directive on the FPS Deskbook: The PPSC will continue the process of reviewing the *Federal Prosecution Service Deskbook (FPS Deskbook)*.

Assignment on Best Practices: The PPSC will develop best practices for prosecuting fraud against governments through a consultation involving heads of prosecutions in other jurisdictions, both nationally and internationally. The objective is to learn about their operations and benefit from their experiences.

Transition

We will continue in 2007–2008 with our efforts towards completing the transition. The PPSC must offer the services, policies, and plans required to support its employees and functions in such areas as human resources, information technology, communications, and finance and administration.

The PPSC must also meet requirements placed on all federal departments and agencies, such as standards applicable to employment equity and professional development, among others.

In 2007–2008 we will focus on broadening our internal communication efforts through new and existing mechanisms to ensure that both staff and management benefit from an improved dialogue and exchange of information.

4. Financial Information

The PPSC received its spending authorities in 2006–2007 while it was still known as the Federal Prosecution Service and reported to Parliament through the Department of Justice. In order to harmonize the spending authorities to the actual spending for 2006–2007, the PPSC will be reporting its actual spending under the Department of Justice.

However, separate accounts were established as at December 12, 2006, which allowed for the segregation of the actual spending of the PPSC.

Spending Authorities and Actual Spending

The following figures do not include the indirect costs associated with the internal services of the Department of Justice and some other centralized personnel costs, such as maternity leave, severance pay, and annual leave cash-out on separation.

Table 1: Total Spending for the Period Leading to, and Including, the Creation of the PPSC

	April 1, 2006 to December 11, 2006		December 12, 2006 to March 31, 2007		Total Fiscal Year 2006–2007		Variance
	Spending Authorities	Actual Spending	Spending Authorities	Actual Spending	Spending Authorities	Actual Spending	
Operating Expenditures	\$59,864,433	\$59,864,433	\$26,794,484	\$26,352,988	\$86,658,917	\$86,217,421	\$441,496
Contributions to employee benefits plans	\$7,231,702	\$7,231,702	\$2,980,498	\$2,933,065	\$10,212,200	\$10,164,767	\$47,433
Total Spending	\$67,096,135	\$67,096,135	\$29,774,982	\$29,286,053	\$96,871,117	\$96,382,188	\$488,929

Table 2: Total Spending for 2006–2007 by Program Activity

Program Activity	Spending Authorities	Actual Spending	Variance
Prosecution of drug, organized crime and <i>Criminal Code</i> offences	\$74,297,018	\$74,021,521	\$375,497
Prosecution of federal offences to protect the environment, natural resources and economic and social health	\$17,339,930	\$17,252,411	\$87,519
Addressing criminal issues to contribute to a safer world for Canada	\$4,262,329	\$4,240,816	\$21,513
Promoting a fair and effective justice system that reflects Canadian values	\$871,840	\$867,440	\$4,400
Total	\$96,871,117	\$96,382,188	\$488,929

Table 3: Spending Trends

	2004–2005	2005–2006	2006–2007
Total Spending Authorities	\$82,874,709	\$89,976,898	\$96,871,117
Total Actual Spending	\$82,099,741	\$89,372,256	\$96,382,188
Variance	\$774,968	\$604,642	\$488,929