



Government
of Canada

Gouvernement
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Canada



2023 to 2027 Departmental Sustainable Development Strategy

Public Prosecution Service of Canada

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SECTION 1

Introduction to the Departmental Sustainable Development Strategy

The [2022 to 2026 Federal Sustainable Development Strategy \(FSDS\)](#) presents the Government of Canada's sustainable development goals and targets, as required by the [Federal Sustainable Development Act](#). This is the first FSDS to be framed using the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and provides a balanced view of the environmental, social and economic dimensions of sustainable development.

In keeping with the purpose of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, the [Public Prosecution Service of Canada \(PPSC\)](#) supports the goals laid out in the FSDS through the activities described in this Departmental Sustainable Development Strategy (DSDS).

The [Federal Sustainable Development Act](#) also sets out [seven \(7\) principles](#) that must be considered in the development of the FSDS as well as DSDSs. These basic principles have been considered and incorporated in PPSC's DSDS.



To promote coordinated action on sustainable development across the Government of Canada, this departmental strategy integrates efforts to advance Canada's implementation of the 2030 Agenda National Strategy, supported by the Global Indicator Framework (GIF) and Canadian Indicator Framework (CIF) targets and indicators. The strategy also now captures SDG initiatives that fall outside the scope of the FSDS to inform the development of the Canada's Annual Report on the 2030 Agenda and the SDGs.

SECTION 2

PPSC's Sustainable Development Vision

The Public Prosecution Service of Canada is a national, independent, and accountable prosecuting authority, reporting to the Attorney General of Canada.

PPSC's mandate is to prosecute offences under federal law in a fair and equitable manner that is free from discrimination and improper influence and to provide high-quality legal advice to investigative agencies across the country. In addition, the PPSC is also responsible for administering the recovery of outstanding federal fines. The PPSC's mission is to serve the public interest and help make Canada a safe and just society. Our mandate and mission call upon all PPSC employees to uphold public trust and to contribute to the change necessary to support a criminal justice system that is more equitable and fair to all Canadians.

As directed by the *Federal Sustainable Development Act*, PPSC is responsible for contributing to the three (3) core FSDS goals:

- Goal 10: Advance Reconciliation with Indigenous Peoples and Take Action to Reduce Inequality;
- Goal 12: Reduce Waste and Transition to Zero-Emission Vehicles; and
- Goal 13: Take Action on Climate Change and its Impacts.

In addition to the three (3) core FSDS goals, the PPSC will also play an important role in supporting Goal 16, which focuses on fairness and accessibility of the justice system.

Federal prosecutors¹ play an important role in the criminal justice system. Their role is not to seek convictions at any cost but to present before the court all available, relevant, and admissible evidence that is necessary for the court to determine the guilt or innocence of an accused person. Prosecutors possess significant discretion in the decisions that they make. The PPSC [mandate, mission, and values](#) guide the conduct of federal prosecutors and call upon them to uphold public trust in the criminal justice system, and the [PPSC Deskbook](#) (the Deskbook)², guides them in the difficult decisions that they make throughout the prosecutorial process.

As Canadian society continues to evolve, so should the directives that guide prosecutorial decisions. The PPSC envisions a criminal justice system that is more equitable and fair to all. With this vision, the PPSC embarked on a comprehensive review of the Deskbook, from an intersectional and reconciliatory perspective. This review will ensure that guidelines that direct Crown prosecutors reflect present-day Canadian values and serve to prevent discrimination, systemic racism, or the over-representation of certain groups in the criminal justice system.

Furthermore, PPSC's commitment to advancing reconciliation with Indigenous Peoples is enshrined in our newly revamped organizational values. Our aim is to build a just relationship that addresses both the over-representation of Indigenous Peoples within the criminal justice system and the high rates of violence against Indigenous Peoples, particularly Indigenous women, girls, and 2SLGBTQIA+ people. PPSC's Equity, Diversity, Inclusion, and Accessibility (EDIA) Action Plan commit our organization to deepen our understanding of the complex effect of colonialism on Indigenous Peoples and to take concrete steps toward inclusion, equity, and reconciliation. The PPSC has already made some significant advancements in its work to support the Federal Pathway in response to the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls. The scope of PPSC's work in this area is focused on improving the level of justice provided to Indigenous victims, witnesses, and communities experiencing high rates of sexual violence and intimate partner violence in the northern territories.

¹ PPSC retains the services of legal agents to assist with prosecutions on behalf of the federal Crown in areas where the PPSC does not have a regional office, or where it is impractical or otherwise not cost-effective for cases to be handled by PPSC counsel.

² The *PPSC Deskbook* is the main policy document for the organization, it sets out the guiding principles that all federal prosecutors, and persons acting as federal prosecutors, must follow. It contains the guidelines that instruct and guide federal prosecutors in the exercise of their prosecutorial discretion.

Another relevant aspect of the PPSC's mandate is the prosecution of offences under Canadian environmental laws. The PPSC has dedicated teams across the country that prosecute violations under approximately 20 different statutes and regulations relating to the protection of the environment, such as the *Fisheries Act*, the *Canadian Environmental Protection Act, 1999*, the *Wild Animal and Plant Protection and Regulation of International and Interprovincial Trade Act*, and the *Canada Wildlife Act*.

SECTION 3

Listening to Canadians

As required by the *Federal Sustainable Development Act*, the PPSC has taken into account comments on the draft 2022-2026 FSDS made during the public consultation held from March 11 to July 9, 2022.

During the public consultation, more than 700 comments were received from a broad range of stakeholders, including governments, Indigenous organizations, non-governmental organizations, academics, businesses, and individual Canadians in different age groups and of various backgrounds. The draft FSDS was also shared with the appropriate committee of each House of Parliament, the Commissioner of the Environment and Sustainable Development, and the Sustainable Development Advisory Council for their review and comment.

Please find more information on the FSDS public consultation and its results in the [FSDS Consultation Report](#).

What We Heard

During the public consultation, Canadians identified important priorities and valuable suggestions to strengthen the Federal Sustainable Development Strategy. Many of these comments can be incorporated under an overarching theme: the vast diversity of the Canadian population and the importance of equity for all Canadians. This particular theme resonates with PPSC's mandate, values, and vision for the future in many ways. The priorities and suggestions identified by Canadians under this theme speak to the value of diversity and the importance of equity, by going beyond a "one size fits all" approach by considering diverse perspectives and applying an intersectional and distinctions-based approach in decision-making. They urge thoughtful consideration of the history, culture, and lived experience of the First Nations, the Inuit, and the Métis Peoples and encourage looking to Indigenous knowledge and self-governance for solutions that will benefit Indigenous communities. Similarly, they highlight the various socio-economic challenges faced by Canadians and the impact of the barriers these challenges may create for individuals.

What We Did

The issues of diversity, equity, inclusion, and reconciliation are central to the above-mentioned priorities identified by Canadians. These same considerations have become an inherent part of PPSC's values and organizational priorities³.

The PPSC has made significant advancements and continued progress. One example is PPSC's mandatory training program for prosecutors and paralegals: *Expanding our Mindset – Applying an Intersectional Lens to Prosecutorial Work (A GBA Plus Approach)*⁴, which was launched in 2021. The goal of this training was to help prosecutors and paralegals become more aware of how to identify and challenge individual and systemic biases that may come into play throughout the prosecutorial process. The course has helped to pave the way for the intersectional review of the *PPSC Deskbook*, a key action included in this DSDS. The ultimate goal of the review is to equip prosecutors to actively consider the interpersonal and background factors, as well as any relevant systemic factors that could lead to more equitable outcomes for individuals going through the criminal justice system, such as individually crafted bail conditions or referrals to alternative measures programs.

Advancing efforts in reconciliation and building stronger relations with Indigenous, First Nations, Inuit, and Métis people and communities is a priority for the PPSC. The organization's National Equity Diversity Inclusion and Accessibility (EDIA) Action Plan includes a full spectrum of national and regional initiatives the PPSC has or will embark upon. For example, the PPSC developed a training curriculum for its prosecution teams that focuses on the historical and current relationship between the Crown and Indigenous peoples, anti-racism, bias, trauma, and *Gladue*

³ More information about the PPSC's organizational priorities can be found in [PPSC's Departmental Plans](#) for 2022-2023 and 2023-2024.

⁴ This course was developed by PPSC in collaboration with the Centre for Intercultural Learning housed within Global Affairs Canada. The training is founded on the strengthened GBA Plus framework and is specifically adapted for the needs of PPSC prosecutors and paralegals to deepen their knowledge of intersectionality; understand the impacts of bias; apply intersectionality and equity considerations as may be relevant in prosecutorial decision-making.

reports⁵. This training, as well as other actions included in the EDIA Action plan, will equip and empower Crown prosecutors to better consider all relevant factors and guard against contributing to disproportionate effects that prosecutions may have on Indigenous persons, thereby making tangible contributions to reconciliation by helping curb the over-representation of Indigenous People in the carceral system.

As a result of resources provided to enhance capacity to respond, concrete steps to directly support the response to the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls have been taken by the PPSC considering its unique mandate in the three northern territories. PPSC regional offices in the Yukon, the Northwest Territories, and Nunavut have improved the level of justice provided to Indigenous victims, witnesses, and communities experiencing high rates of sexual violence and intimate partner violence by actively engaging with local justice committee members and Elders to identify culturally appropriate and trauma-informed approaches for victims and witnesses.

In addition, PPSC regional offices are leading local initiatives to support PPSC's efforts in reconciliation. For instance, the Nunavut Regional Office (NRO) began engagement with local communities and Elders to guide the application of Inuit Qaujimajatuqangit⁶ principles within the Nunavut Court of Justice. The team has identified two communities in which to run a pilot program using Inuit Qaujimajatuqangit principles in the diversion and sentencing of criminal matters. Meanwhile, the Manitoba Regional Office (MRO) also launched a pilot project to assist local First Nations communities. Through this two-year pilot project, the PPSC will assist 26 First Nations communities to bridge gaps in the enforcement of local bylaws through prosecution. The practical lessons learned from this project may help inform the development of Canada's [Indigenous Justice Strategy](#).

⁵ The Historical and Present Indigenous Realities, Trauma and *Gladue* Reports course was developed through a collaboration between PPSC's Advancement Centre for EDIA, the Indigenous Justice and Reconciliation Committee, the National Indigenous Council for Employees and the [NVision Insight Group Inc. \(nvisiongroup.ca\)](https://nvisiongroup.ca) in response to Truth and Reconciliation Call to Action #57. This course is mandatory for all non-Indigenous employees of the PPSC.

⁶ Inuit Qaujimajatuqangit is a difficult concept to define. It goes beyond "Inuit traditional knowledge" and instead provides a framework within which one can think about and approach life. Inuit Qaujimajatuqangit is a broad concept that changes between regions, communities, and even families. It is a fluid, organic system that relies on multiple sources of input (usually taking the form of Elders discussing an issue and coming to a common understanding). It remains adaptable as changes occur in society.

SECTION 4

PPSC's Commitments





GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

FSDS Context: The PPSC acknowledges the historical and ongoing failure to protect the lives, values, and culture of the Indigenous Peoples of Canada. We are striving to gain a better understanding of the truth of how colonialism affected Indigenous Peoples and the intergenerational trauma it has caused. The PPSC’s role in reconciliation is to ensure that prosecutorial practices continue to evolve to intentionally consider the realities affecting Indigenous Peoples and communities and actively contribute to reducing the over-representation of Indigenous Peoples within the criminal justice system and the high rates of violence against Indigenous Peoples, particularly Indigenous women and girls.

In 2021, PPSC created an Indigenous Justice and Reconciliation Committee (IJRC) with a mandate to consider the impact of prosecutorial policies and practices on Indigenous communities and Indigenous persons as victims, witnesses, accused, jurors, and members of the public. The IJRC makes recommendations on legal issues that relate to the interaction of Indigenous persons with the criminal justice system including issues relating to cultural bias, systemic discrimination, and the PPSC’s role in decreasing the rates of victimization and incarceration of Indigenous persons in Canada. The IJRC works in close collaboration with PPSC’s National Prosecutorial Policy Committee (NPPC) to provide an Indigenous lens in the ongoing review of the *PPSC Deskbook*.

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

Target: Between 2023 and 2026, and every year on an ongoing 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 TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></p>	<p>Raise awareness of the complex issues surrounding Indigenous realities and the criminal justice system through a specialized training series customized specifically for the PPSC.</p> <p>Program: Federal Prosecutions</p>	<p>Performance indicator: Percentage of employees who completed cultural competency training.</p> <p>Starting point: New program</p> <p>Target: By 2027, 90% of PPSC employees completed cultural competency training.</p>	<p>Reconciliation with Indigenous Peoples is one of the most pressing issues facing Canada today. The over-representation of Indigenous people in the criminal justice system has been historically high, and this rate keeps going up.</p> <p>In December 2022, the PPSC launched a new national training series “Historical and Present Indigenous Realities, Trauma and <i>Gladue</i> Reports.” This training will be mandatory for all non-Indigenous employees of the PPSC. This course was developed through collaborative efforts between PPSC’s Advancement Centre for EDIA, the Indigenous Justice and Reconciliation Committee, the National Indigenous Council for Employees and the NVision Insight Group Inc. in response to Truth and Reconciliation Calls to Action #30 and #57. Through this training PPSC employees will learn about the various factors that may be contributing to the systemic discrimination faced by Indigenous People. Prosecutors will also learn about consideration that is relevant at various stages of the prosecutorial process that will help ensure the equity of outcomes and contribute to curbing over-representation of Indigenous persons in the criminal justice system.</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
			<p>Relevant targets or ambitions: <i>GIF Target:</i> 10.3 Ensure equal opportunity and reduce inequalities of outcomes, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.</p>



GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

FSDS Context: The PPSC is a small federal agency with a specific mandate that is tied to prosecution of federal offences. The PPSC is committed to supporting the Government of Canada’s efforts to reduce waste and transition to zero emissions by following the relevant directive issues by leading federal agencies.

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 TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Transform the federal light-duty fleet	Ensure all new PPSC fleet vehicles will be hybrid where operationally feasible. Program: Internal Services	Performance indicator: Number and percentage of PPSC’s vehicle fleet new vehicle purchases that are hybrid. Starting point: New program (2024-25)	The PPSC currently owns four (4) vehicles, in the following regional offices: one (1) in Nunavut, one (1) in Northwest Territories, and two (2) in Yukon. The use of hybrid vehicles enhances sustainable consumption by reducing greenhouse gas emissions from conventional fleet operations. The PPSC will consider converting its fleet to hybrid vehicles, should this be feasible with consideration

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		<p>Target: By 2030, 100% of PPSC’s vehicle fleet will be hybrid in the regions where this is feasible.</p>	<p>of climate conditions and infrastructure availability.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> 12.1 Canadians consume in a sustainable manner <i>CIF Indicator:</i> 12.1.1 Proportion of new light-duty vehicle registrations that are zero-emission vehicles <i>GIF Target:</i> 12.1 Implement the 10-year framework of programs on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.</p>

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Strengthen green procurement criteria</p>	<p>Ensure procurement officers and acquisition cardholders have the necessary training and awareness to support green procurement.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage of procurement officers and acquisition cardholders that have successfully completed green procurement training within one year (1) of the appointment.</p> <p>Starting point: 2015-2016, 100% of procurement officers and 75% of acquisition cardholders have completed green procurement training within one (1) year of appointment.</p> <p>Target: By 2027, 100% of procurement officers and acquisition cardholders have successfully completed green procurement training within one (1) year of appointment.</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>The training on green procurement for all procurement officers has been a requirement at the PPSC since the 2015-2016 fiscal year. In the more recent years, this requirement was extended to include all acquisition cardholders, which may include business coordinators or other office support staff. Green procurement training will be a continues and ongoing requirement for all new employees involved in procurement and material management.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> 12.2 Canadians consume in a sustainable manner <i>GIF Target:</i> 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>



GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

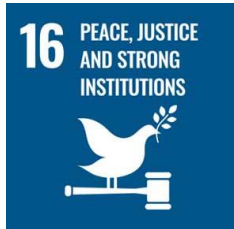
FSDS Context: The PPSC is a small federal agency with a specific mandate that is tied to prosecution of federal offences. The PPSC is committed to supporting the Government of Canada’s efforts to action on climate change and its impacts by following the relevant directive issues by leading federal agencies.

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

Target: The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government’s overall operations	Optimize PPSC office locations in accordance with the GoC workplace modernization initiative, by implementing the new Government of Canada Fit-Up Standards. Program: Internal Services	Performance indicator: The number and percentage of PPSC offices that meet the GC modern and green workspace directive. Starting point: New Program	PPSC currently operates from 21 office locations across Canada. The PPSC actively engages with Public Services and Procurement Canada (PSPC), Shared Services Canada (SSC), and private sector partners to ensure any new office locations and/or fit-up projects are implemented in line with established government policies and standards.

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		<p>Target: By 2030, 35% of PPSC office locations will meet the standards established by GoC modern and green workspace directive</p>	<p>Furthermore, the organization is currently working on developing a hybrid workplace model to help further reduce the environmental footprint of its operations.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> 13.1 Canadians reduce their greenhouse gas emissions <i>GIF Target:</i> 13.2 Integrate climate change measures into national policies, strategies and planning</p>
	<p>Implement a mail service digital transformation initiative to reduce the amount of paper-based mail received by the organization.</p> <p>Program: Internal Services</p>	<p>Performance indicator: Percentage of eligible mail converted to e-delivery.</p> <p>Starting point: New program (2023-2024)</p> <p>Target: By 2025, 95% of eligible mail is converted to e-delivery</p>	<p>Approximately 20% of paper mail received by the PPSC qualifies for e-delivery. Eligible mail includes vendor invoices, credit card statements, newsletters and promotional materials. The PPSC currently logs and tracks mail received in many of its office locations, this practice will be continuing to expand other PPSC offices. The transition will to e-delivery of eligible mail will help support green operations by reducing waste and unnecessary use of paper.</p> <p>Relevant targets or ambitions:</p> <p><i>GIF Target:</i> 13.2 Integrate climate change measures into national policies, strategies and planning</p>



GOAL 16: PROMOTE A FAIR AND ACCESSIBLE JUSTICE SYSTEM, ENFORCE ENVIRONMENTAL LAWS, AND MANAGE IMPACTS

FSDS Context: As a key participant in the Criminal Justice System, the PPSC is committed to modernize its prosecutorial policies and practices to contribute to uphold public trust and support a criminal justice system that is more equitable and fair to all Canadians. The review of the PPSC’s main policy document, the *PPSC Deskbook*, from an intersectional and reconciliation perspective, will bring a change that will help mitigate discrimination, systemic racism, and over-representation within the criminal justice system. This review has already fruited to positive change. The first two (2) chapters to undergo the review chapter 2.2 Duties and Responsibilities of Crown Counsel and chapter 2.3 Decision to Prosecute require prosecutors to consider systemic and background factors that may have contributed to bringing an accused person to court, to recognize and guard against all forms of bias, and ensure that their decisions do not disproportionately impact those who may be vulnerable or marginalized.

Target theme: A Fair and Accessible Justice System and the Rule of Law

Target: By 2030, at least 70% of Canadians think the criminal justice system is both fair and accessible to all people (Minister of Justice and Attorney General of Canada)

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
<p>Take action to improve fairness in law enforcement and the criminal justice system</p>	<p>Review the <i>PPSC Deskbook</i> with an intersectional lens to ensure it contains guidance directing that prosecution decisions are made in a fair and equitable manner and recommend changes to any policy or practice that may contribute to discrimination, systemic racism, or over-representation within the criminal justice system.</p> <p>Program: Federal Prosecutions</p>	<p>Performance indicator: The number of <i>PPSC Deskbook</i> chapters the National Prosecution Policy Committee reviewed and amended (if necessary) and the percentage of the review process completed.</p> <p>Starting point: In 2023, two (2) <i>PPSC Deskbook</i> chapters have been reviewed and amended by the NPPC, representing 3% of the total review process.</p> <p>Target: By 2030, the 60 <i>PPSC Deskbook</i> chapters will be reviewed and amended (if necessary) by the NPPC, representing 100% of the total review process.</p>	<p>The <i>PPSC Deskbook</i> currently includes 60 chapters that provide directives and guidelines that instruct and guide prosecutors in their decisions on various legal issues or stages of the prosecutorial process. In 2021, the Director of Public Prosecutions tasked the National Prosecution Policy Committee to review of the <i>PPSC Deskbook</i> from an intersectional perspective. The broad objective of the review is to identify any policy, practice, or procedures that may contribute to discrimination, systemic racism, or over-representation in the criminal justice system and make the changes necessary to provide prosecutors with the direction required to ensure that all cases are prosecuted fairly, impartially, and in a way that furthers the public interest, thus ensuring more equitable outcomes for Canadians.</p> <p>The NPPC is taking a phased approach to this review. The first two (2) phases include a review of 10 existing chapter and the drafting of one (1) new chapter.</p> <p>Chapter 2.3, Decision to Prosecute, was the first to undergo review. The revised chapter was published in March 2023. The revised guideline requires a more active approach from prosecutors in a number of</p>

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			<p>respects to address over-representation and systemic racism.</p> <p>Chapter 2.2 Duties and Responsibilities of Crown Counsel was also recently reviewed and the revised chapter published in September 2023. The revised guideline requires prosecutors to consider systemic and background factors that may have contributed to bringing an accused person to court to ensure that their decisions do not a disproportional impact.</p> <p>In the course of the review, the PPSC may also publish new Chapters to provide prosecutors with additional relevant guidelines.</p> <p>Relevant targets or ambitions: <i>CIF Ambition:</i> 16.6 Canadians have equal access to justice <i>GIF Target:</i> 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>
Other	Implement PPSC’s National Equity, Diversity, Inclusion and Accessibility (EDIA) Action Plan 2021-2024.	Performance indicator: The percentage (number) of actions included in the 2021-2024 National EDIA Action Plan that have been implemented.	The National EDIA Action Plan will help PPSC advance in a way that ensures everyone in the organization experiences a work culture that is more equitable, diverse, inclusive and accessible. This will

IMPLEMENTATION STRATEGY	DEPARTMENTAL ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE DEPARTMENTAL ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET AND, WHERE APPLICABLE, TO CANADA’S 2030 AGENDA NATIONAL STRATEGY AND SDGS
		<p>Starting point: In 2023, 67% (36) the actions included in the 2021-2024 National EDIA Action Plan that have been implemented.</p> <p>Target: By 2025, 95% (50) the actions included in the 2021-2024 National EDIA Action Plan have been implemented.</p>	<p>enable PPSC employees to contribute towards supporting a criminal justice system that is more equitable and fair to all Canadians. The plan includes 53 national and regional initiatives and actions to support three main goals:</p> <ul style="list-style-type: none"> • Deepen authentic, respectful, transparent, and accountable relationships; • Intentionally promote, recruit and retain employees to reflect diverse perspectives; and • Integrate an intersectional lens in our prosecutorial work. <p><i>CIF Ambition:</i> 16.7 Canadians are supported by effective, accountable, and transparent institutions</p> <p><i>GIF Target:</i> 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>

SECTION 5

Integrating Sustainable Development

The Public Prosecution Service of Canada will continue to consider sustainable development practices and endeavour to find new ways of integrating these practices into its operational processes and internal policies. The PPSC will ensure that its decision-making process includes consideration of FSDS goals and targets through a Strategic Environmental Assessment (SEA) process⁷ in the development of any new program or policies that may have an impact on the environment.

The PPSC recognizes the importance of its role in the Canadian criminal justice system. In the years to come, the PPSC will continue improving not only our policies and practices, but also the digital tools we rely on for case management, electronic disclosure, and fine recovery to allow us to become more agile and to work more effectively with our federal, provincial, and territorial partners in the criminal justice system.

⁷ A Strategic Environmental Assessment includes an analysis of the impacts of the given policy, plan, or program proposal on the environment, including relevant FSDS goals and targets.



PPSC's National Fine Recovery Program (NFRP) has begun working on enhancing and modernizing its tools and operations to strengthen efficiency and accountability. To support Canadians with outstanding federal fines, the PPSC is developing new tools, such as a new automated notification system to notify Canadians of upcoming recovery procedures, and a new [online payment portal](#)⁸ that offers additional payment options. Over the next few years, the NFRP will continue the development and implementation of a sustainable IT software solution to manage the inventory of fines and recovery operations.

Advancing the implementation of the National EDIA Action Plan will play an important role not only in influencing and accelerating the growth and development of a richly diverse workplace and an equitable, inclusive, and accessible culture within the PPSC but also in enabling and empowering all PPSC employees, as individuals and as a collective, to bring about positive change in reducing systemic barriers that exist within the criminal justice system. The EDIA Action Plan includes many national and regional initiatives. For instance, PPSC employees will partake in specialized training sessions to broaden cultural awareness of the diverse communities we serve across Canada. The ongoing review of the *PPSC Deskbook* with an intersectional lens will help ensure that prosecutorial decisions are made in a fair and equitable manner and that the PPSC guidelines are reflective of the evolution of societal norms and the changes in Canadian legislation. Employees from diverse backgrounds with varying life experiences will bring new perspectives to help the PPSC improve and enhance its services as Canadian society continues to evolve. Therefore, by reviewing internal policies and procedures related to advancement, retention, and recruitment, the PPSC will identify and mitigate potential systemic barriers. Finally, the plan will help the PPSC advance its engagement with Indigenous, Black, and racialized communities and organizations to better understand their needs and realities and take action to address their over-representation in the criminal justice system.

The PPSC will also continue to work diligently to support the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls. We will work on enhancing support services for victims and witnesses offered by our dedicated prosecution teams and Crown Witness Coordinators⁹ (CWCs) in the northern territories.

⁸ Online payment portal <https://www.ppsc-sppc.gc.ca/eng/fines-amendes/index.html>

⁹ Crown Witness Coordinators (CWCs) provide a service to bridge the cultural gap between the court system and Indigenous victims and witnesses engaged in the court process. The main role of CWCs is to help victims and witnesses understand the court process, the roles of the court participants and, for the victims, their rights and

Our engagement with Elders, non-government organizations, and/or local justice committee members on such regional initiatives as the Inuit Qaujimagatuqangit Project in the Nunavut will assist in identifying culturally appropriate and trauma-informed approaches. At the same time, specialized tools such as the “Indigenous BIAS Analysis: A Guide to Prosecuting Indigenous Persons”¹⁰ will assist prosecutors in becoming more aware of individual, systemic, and cultural biases, and to consider the underlying issues faced by Indigenous persons in Canada.

In closing, the PPSC is fully committed to making a meaningful contribution to advancing sustainable development in Canada whether through the enforcement of environmental laws and regulations, through greening our internal operations, through advancing inclusion and reconciliation, or through our efforts to improve public confidence in the Canadian criminal justice system by taking action to reduce systemic discrimination and over-representation of Indigenous and racialized Canadians. The PPSC is heart set on helping create a more sustainable future for Canada and all Canadians.

responsibilities under the *Canadian Victims Bill of Rights*. CWCs provide court updates, accompany witnesses to court, provide support during and after testimony, and assist with trial preparation. CWCs also act as liaisons between Crown counsel, victims, and witnesses, to ensure that their concerns are considered during the justice process.

¹⁰ The acronym BIAS stands for Bail, Public Interest, Alternative Measures, and Sentencing. The guide provides pinpoint references to the various tools prosecutors may reference at every stage of a file to off-ramp Indigenous offenders from over-incarceration.