

Public Prosecution Service of Canada 2024–25

Departmental Plan

The Honourable Arif Virani, P.C., M.P.
Minister of Justice and Attorney General of
Canada



Public Prosecution
Service of Canada

Service des poursuites
pénales du Canada

Canada

Public Prosecution Service of Canada

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From the Director of Public Prosecutions and Deputy Attorney General of Canada

It is my pleasure to present the Public Prosecution Service of Canada's (PPSC) Departmental Plan for 2024-25. While the year will see some change at the PPSC, the work that we have been doing against our priorities and with respect to our mandate, will not change. I am confident that the investments we have made in the last few years in respect of equity, diversity, inclusion and accessibility, as well as the work we have done to equip prosecutors to better counter systemic discrimination in the criminal justice, will bear fruit.

While we can expect some shifts in terms of our prosecution priorities, to accommodate an increased focus on national security, financial crime and foreign interference, we will of course continue to tackle major drug trafficking and importation. Our work to renew our prosecution directives and guidelines, taking into account the importance of countering bias in decision-making, will continue. We will also complete training for all counsel related to Indigenous history, trauma and *Gladue* principles.

In early 2024, we made changes to our approach and policy framework in respect of drug treatment courts, to allow greater flexibility in admission to the program, but also to recognize that complete abstinence is not a realistic goal for every offender. Rather, the goal has been redefined to provide access to the program to those who want to reduce the criminality caused by their substance use disorder, while obtaining support and treatment, whether or not complete abstinence is achieved. Those changes will be tested and refined as necessary in 2024-25.

Work is now underway to consider better tools for disclosure of evidence to accused persons. It is hoped that by the end of 2024-25, we will have made good progress towards adopting a long-term, sustainable e-disclosure system. While it is unlikely to be implemented during the year, the work we do now to define requirements and evaluate solutions is seminal in finding better ways



to do our work and to meet accused persons’ constitutional right to full disclosure of the evidence against them.

As with all departments, we are subject to some reductions in our spending based on the Refocusing Government Spending initiative. While those reductions will have some minor impact on our prosecution capacity, we will take all measures to ensure that there is no impact on public safety.

We look forward to opening our new Thunder Bay office during this period, in order to better serve communities in and around Thunder Bay. While no further expansion of our offices is being considered at this time, we will continue to work closely with our agents to provide the same excellent level of service to our courts and to our policing partners, wherever they are located.

Once again, I thank our dedicated employees for their work, as we seek to enhance public safety while doing our part to combat systemic discrimination in the criminal justice system.

Kathleen Roussel

Director of Public Prosecutions and
Deputy Attorney General of Canada

Plans at a glance

A departmental plan describes a department’s priorities, plans, and associated costs for the upcoming three fiscal years. The Public Prosecution Service of Canada’s (PPSC)¹ [raison d’être](#), [mandate, role](#)ⁱⁱ, and [operating context](#)ⁱⁱⁱ can be found on the [PPSC’s webpage](#)^{iv}.

Information on the PPSC’s mandate letter commitments is available in the [Minister’s mandate letter](#)^v.

Key priorities

The PPSC is an independent and accountable prosecuting authority established by the Parliament of Canada. Its mandate is to prosecute cases under federal law in a fair and equitable manner free from discrimination and improper influence. The PPSC organizational priorities align with the organization’s values and are an integral part of fulfilling its mandate and responding to the ever-changing realities of Canadian society.

Foster a Culture of Trust and Engagement

The PPSC is committed to fostering a culture of trust and engagement, where all employees are treated with respect, dignity, and fairness. The PPSC also focuses on promoting public trust in the criminal justice system by enhancing its engagement with external stakeholders and court participants.

Advance equity, diversity, inclusion and accessibility in the workplace

The PPSC endeavours to build a workplace environment where all employees can thrive.

Take action against systemic discrimination and racism in the criminal justice system

The PPSC strives to contribute to the change necessary to support a criminal justice system that is more equitable and fair to all Canadians.

¹ Public Prosecution Service of Canada (PPSC) is its applied title, whereas the Office of the Director of Public Prosecutions (ODPP) is the PPSC’s legal title.

Modernize the way we work

Innovation is the way forward to building an agile workforce and a modern criminal justice system. The PPSC is determined to modernize its tools and procedures, as well as its prosecutorial policies and practices.

Refocusing government spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

As part of meeting this commitment, the PPSC is planning the following spending reductions.

2024–25	2025–26	2026–27 and after
(1,766,000)	(1,766,000)	(1,766,000)

The PPSC will achieve these savings by reducing travel, professional services and operational expenditures.

The figures in this departmental plan reflect these reductions.

Core responsibilities and departmental results

A Departmental Results Framework consists of an organization’s core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

The core responsibility and departmental results from the PPSC’s Departmental Results Framework are as follows.

CORE RESPONSIBILITY		
Prosecution Services		
DEPARTMENTAL RESULTS		
Timely and comprehensive legal advice is provided to investigative agencies.	Federal prosecutions are completed in a timely manner.	Through professionally conducted prosecution-related work, the ODPP contributes to the administration of justice.

See [GC InfoBase](#)^{vi} for the full framework and program inventory.

Highlights

Plans for Prosecution Services

Planned spending: 178,679,052

Planned human resources: 880

The PPSC is responsible for prosecuting drug-related offences, regulatory and economic offences, national security offences, and all criminal offences in the territories. It also provides high-quality legal advice to investigative agencies. In 2024-25, the organization will continue to:

- work with law enforcement agencies across the country to prosecute individuals for high level drug trafficking offences and advocate for the imposition of meaningful sentences against individuals convicted of these crimes;
- dedicate efforts to prosecute offences related to national security, financial crime and foreign interference;
- accelerate the re-evaluation of prosecutorial policies using an intersectional and reconciliatory approach to prevent the PPSC’s policies, practices, or procedures from contributing to discrimination, systemic racism, or overrepresentation of certain groups in the criminal justice system;

- implement its response to the Calls to Action from the Truth and Reconciliation Commission and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls²;
- enhance its engagement with Indigenous, Black, and racialized communities and organizations, to better understand their different needs and realities, and take action to address their overrepresentation in the criminal justice system.

For more information on the PPSC’s plans, see the “Plans to deliver” section of this plan.

² This key activity is subject to funding being approved. The PPSC is seeking the renewal of resources from Budget 2024 to continue to implement its response to the Calls to Action from the Truth and Reconciliation Commission and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Plans to deliver on core responsibility and internal services

Prosecution Services

Description

The PPSC prosecutes criminal and regulatory offences under federal law in an independent, impartial and fair manner. It also provides prosecutorial legal advice and assistance to law enforcement agencies or investigative bodies.

Quality of life impacts

The PPSC is a small federal agency with a specific mandate and one core responsibility: Federal Prosecutions. The PPSC’s mission is to serve the public interest and help make Canada a safe and just society. The PPSC is committed to continuing to improve public safety outcomes for Canadians and to contribute to the change necessary to reduce systemic discrimination and overrepresentation of certain groups of people in the criminal justice system, particularly Indigenous and Black Canadians. The PPSC’s employees play an important role in supporting the “Good Governance” and the “Society” domains of the Quality of Life Framework for Canada and, more specifically, the following four indicators:

- Access to fair and equal justice;
- Personal safety;
- Crime Severity Index; and
- Confidence in institutions.

The work of federal prosecutors contributes not only to upholding public trust in the equitable and fair administration of justice, but also to protecting the safety and security of all Canadians by addressing criminality and its corrosive impacts on society.

Results and targets

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

Table 1: Indicators, results and targets for departmental result **Timely and comprehensive legal advice is provided to investigative agencies**³.

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of respondents satisfied with the timeliness of legal advice.	Not ³ available	78% ⁴	Not ³ available	80%	March 2025
Percentage of respondents satisfied with the comprehensiveness of legal advice.	Not ³ available	85% ⁵	Not ³ available	Greater than or equal to 65%	March 2025

³ Level of satisfaction results are taken from the PPSC Survey of Investigative Agencies Report, which is conducted every three years.

⁴ 78% of respondents were “satisfied” or “very satisfied” with the timeliness of the legal advice they received from the PPSC. Although this falls short of the 80% target, it is an increase from the last survey, where 72% of respondents were “satisfied” or “very satisfied”. The most cited explanation for why respondents were unsatisfied with the timeliness of the legal advice they received was that the PPSC was slow to respond, unresponsive or it took multiple follow-ups to get a response.

⁵ 85% of respondents were “satisfied” or “very satisfied” with the comprehensiveness of the legal advice they received from the PPSC. This exceeds the 65% target and is an increase from the last survey, where 80% of respondents were “satisfied” or “very satisfied”.

Table 2: Indicators, results and targets for departmental result **Federal prosecutions are completed in a timely manner.**⁶

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Number and percentage of cases that went to trial and resulted in a judicial stay of proceedings due to Crown delay.	0.005%	0.047%	0.030%	Less than 4%	March 2025
Number and percentage of cases that went to trial and resulted in the Crown directing a stay of proceedings due to Crown delay.	0.03%	0.061%	0.07%	Less than 4%	March 2025

Table 3: Indicators, results and targets for departmental result **Through professionally conducted prosecution-related work, the ODPP contributes to the administration of justice.**

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Number and percentage of prosecutions that result in a determination on the merits of the evidence.	99.81%	99.71%	99.74%	Greater than or equal to 96%	March 2025
Number and nature of judicial stays for abuse of process based on the conduct of a federal prosecutor.	0	0	0	0	March 2025
Number and nature of successful malicious prosecution lawsuits.	0	0	0	0	March 2025

⁶ The percentage of stays of proceedings as a result of delays is determined by case and not by individual charges. If there is more than one stay of proceedings for a case, it is counted as one case being stayed. Stays of proceedings as a result of delays include both agent and in-house cases.

Number and nature of substantiated complaints made pursuant to the PPSC's Complaint Policy.	1 ⁷	0	0	0	March 2025
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The financial, human resources and performance information for the PPSC's program inventory is available on [GC InfoBase](#).^{vii}

Plans to achieve results

The *PPSC Deskbook* sets out the guiding principles that all federal prosecutors, and persons acting as federal prosecutors, must follow, and contains the directives and guidelines for federal prosecutions. 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. In 2024-25, the PPSC's National Prosecution Policy Committee will continue reviewing chapters within the *Deskbook* with an intersectional lens and recommend changes to any policy or practice that may contribute to discrimination, systemic racism, or over-representation within the criminal justice system. This emphasizes the PPSC's strong recognition of the role it plays in the criminal justice system and the impact its decisions has on Indigenous, Black, and racialized and marginalized communities. In 2024-2025 the focus of the review will be on chapters 3.20 (Judicial Referral Hearings), 5.5 (Domestic Violence), 5.6 (Victims of Crime), and 6.4 (Mandatory Minimum Penalties under the *Criminal Code*).

The PPSC has always placed a priority on ensuring that cases are prosecuted in a principled and timely manner, which includes building upon existing practices and policies relating to file management. Since the *Jordan* decision was issued, the PPSC formalized specific measures in the *PPSC Deskbook* by adding a guideline entitled: "Ensuring Timely Prosecutions". The

⁷ The PPSC takes complaints seriously and seeks to ensure that they are dealt with in a timely and clear manner, thereby helping to maintain public confidence in the administration of justice. The organization updated its Public Feedback and Complaints Policy so that it aligns with its organizational values and helps maintain the public's confidence in the administration of justice.

guideline outlines steps to be taken by PPSC prosecutors to anticipate time requirements and minimize delays in prosecutions.

National Security

The PPSC's mandate covers terrorism offences under the *Criminal Code*, offences under the *Security Offences Act* and the *Security of Information Act*, and war crimes. The organization is the sole legal advisor in that regard during the early investigative stages, and sole authority for initiating cases relating to the national security of Canada. The volume of national security investigations and prosecutions is significantly growing. Islamic State of Iraq and Syria (ISIS)-inspired terrorism and ideologically motivated violent extremist (IMVE) activities continue to generate significant cases. In 2024-25, the PPSC will realign its prosecution priorities to accommodate this increase and strengthen its capacity to conduct terrorism offence prosecutions. The organization will also continue to provide pre-charge advice and other assistance to the Royal Canadian Mounted Police (RCMP) and other police services across Canada.

Drug Prosecutions under the Controlled Drugs and Substances Act and the Cannabis Act

The PPSC is responsible for the prosecution of all offences in the *Controlled Drugs and Substances Act* (CDSA) and the *Cannabis Act*, except in Quebec and New Brunswick⁸. The PPSC is currently focusing on two areas for drug prosecutions. First, in an effort to address large-scale manufacture and importation of controlled substances, focused efforts are directed towards the prosecution of offences tied to organized crime. Second, the opioid crisis is one of the most critical problems in Canadian society. A complete sentencing record relating to fentanyl was created for the courts, including expert medical evidence, in order to strenuously advocate for proportionate sentences that recognize the extreme danger posed by fentanyl trafficking and the devastating impact it has had on Canadian society. The PPSC is in the process of doing the same for new and emerging hazardous and toxic substances such as synthetic opioids and deadly contaminants like Xylazine. With this in mind, the PPSC will continue to give special attention to prosecution strategies related to opioid offences, including alternative measures to prosecution

⁸ In Quebec and New Brunswick, the PPSC is only responsible for the prosecution of drug offences investigated by the Royal Canadian Mounted Police (RCMP), which are typically large and complex investigations.

for eligible offenders suffering from a substance use disorder and appropriately severe sentencing for those involved in significant commercial trafficking. The PPSC will also engage in consultations with communities hardest hit by the opioid crisis in order to be a collaborative partner while navigating the challenges posed by the crisis.

Drug Treatment Courts

Drug Treatment Courts (DTCs) are vitally important in addressing the issues associated with substances within the criminal justice system. DTCs offer non-violent offenders with problematic substance use the opportunity to complete a court-monitored drug treatment program as an alternative to incarceration. DTCs take a comprehensive approach intended to reduce the number of crimes committed to support substance dependency through judicial supervision, comprehensive substance abuse treatment, incentives and sanctions and social services support. This approach supports offenders in addressing their cycle of problematic substance use and criminal behaviour, and it has been successful as a means of reducing criminal recidivism. The PPSC has recently made changes to [Guideline 6.1: Drug Treatment Courts](#)^{viii} to provide greater flexibility on the design of individual DTC programs. This revision strives to remove unnecessary barriers to entry that contribute to discrimination and the overrepresentation of certain groups in the criminal justice system, as well as to enhance public safety across Canada. Those changes will be tested and refined as necessary in 2024-25.

Indian Act Bylaw Prosecutions: The Manitoba Keewatinowi Okimakanak Inc. (MKO) Pilot Project

First Nations across the country are actively looking for mechanisms to enforce and prosecute their laws. Although the PPSC's jurisdiction in this area is constrained by statute, the PPSC is working with other federal, provincial and First Nations partners to contribute, within the scope of its mandate and resources, to addressing gaps in the prosecution of First Nations laws. The PPSC agreed to an implementation framework for an expanded *Indian Act* bylaw prosecution pilot project with MKO. The pilot project allows any of the 26 First Nations represented by MKO to sign further protocol agreements to have the PPSC prosecute violations of their *Indian Act* bylaws.

In addition to providing immediate benefits to the First Nations involved, this two-year pilot project will evaluate the benefits and challenges associated with prosecuting violations of a broad range of bylaws that First Nations are authorized to enact under the *Indian Act*, including those related to trespass and intoxicants. The pilot project will gather information and practical lessons from its bylaw prosecutions to assist in the consideration of options and opportunities for the [Indigenous Justice Strategy](#)^{ix}, and more broadly, for strategies related to prosecution of *Indian Act* bylaws.

The PPSC's Response to the National Inquiry into Missing and Murdered Indigenous Women and Girls

In Canada's three Territories, victims and witnesses are predominantly Indigenous women, girls, and people from the 2SLGBTQQIA community. Women and girls experience sexual and gender-based violence at higher rates than in the rest of Canada. The PPSC prosecutes these violent offences in approximately 60 northern communities. In 2024-25, the organization will continue to work diligently to support the Government of Canada's Federal Pathway toward responding to the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). As a part of its efforts to ensure focused prosecution of violent crimes committed against Indigenous women and girls, the PPSC is seeking resources from Budget 2024 to continue to increase support to victims of violence, promote culturally competent and trauma-informed services to victims, incorporate Indigenous justice approaches and help reduce the overrepresentation of Indigenous persons in the criminal justice system.

Increasing prosecutorial capacity across the three territories

Increasing prosecutorial capacity to improve support for Indigenous victims and witnesses remains a top priority for the organization. A new hiring strategy was launched to bolster the organization's outreach capacity, with the goal of attracting candidates to this area and achieve a full staff complement. The organization had made major progress in hiring despite the challenges, but is facing difficulties in recruitment and retention due to external factors such as a lack of childcare, non-competitive salaries and benefits, and the nature of its work.

Crown Witness Coordinators (CWCs) provide a service to bridge the cultural gap between the court system and First Nations and Inuit 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 under the *Canadian Victims Bill of Rights*. Given the key role CWCs play in providing support to victims, intensive hiring of CWCs is a key part of the new hiring strategy.

Creating Inuktitut-speaking Inuit paralegal positions

Through the hiring and development of Inuktitut-speaking Inuit paralegals, direct Inuit participation in prosecutions is increased. In Nunavut, these paralegals act as the Crown and attend Justice of the Peace court to speak to docket matters and conduct sentencing hearings on summary conviction matters. The paralegals are called Court Workers, which is consistent with the terminology used for similar positions staffed by the Legal Services Board of Nunavut, and to reflect that they will be engaged directly with the court process. The Nunavut Regional Office will be looking at opening an additional paralegal trainee position to offer growth opportunities within the office and promote retention.

Engaging with Indigenous communities in the three territories

Violent crime experienced by Indigenous persons and communities is directly linked to colonial systems and approaches to justice that excluded Indigenous communities from meaningful participation in the criminal justice system. The PPSC recognizes that local justice committee members and/or Elders are essential to the identification of culturally appropriate and trauma-informed approaches for victims and witnesses. This must translate into a more local approach based upon meaningful and ongoing participation by justice committees and Elders. Prosecution teams in the Northwest Territories and the Yukon have been engaging with local Non-Governmental Organizations and Indigenous community leaders to address sexual violence issues. The Nunavut Regional Office has created permanent space for the Inuit Qaujimajatuqangit⁹ team to apply Inuit Qaujimajatuqangit while assessing the decision to

⁹ 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.

prosecute test during the prosecution of a file. The objective is for the PPSC to retain, in every community in Nunavut, Elders and interpreters to assist with the consultation on files identified to likely benefit from Inuit Qaujimajatuqangit interpretation.

Key risks

The PPSC is working diligently on updating its Organizational Risk Profile (ORP). The objective for this cycle is to review and adjust the scope of each risk to ensure it reflects the current operational context and objectives, and to strengthen the risk exercise by including tools that assist with risk assessment. Significant progress was made on identifying six inherent and potential risks that may affect the PPSC's effort in achieving its strategic outcomes and organizational priorities. The ORP is expected to be finalized in January 2024. Progress on key risks and related mitigation strategies will be monitored and reported in the corresponding Departmental Results Report.

Snapshot of planned resources in 2024–25

- **Planned spending:** 178,679,052
- **Planned full-time resources:** 880

Related government priorities

Gender-based analysis (GBA) Plus

The PPSC recognizes the importance of its role in the Canadian criminal justice system. The PPSC's commitment to reconciliation, equity, diversity, inclusion, and accessibility is clearly reflected in its values and its organizational priorities. To support these commitments, the PPSC will continue to advance integration of GBA Plus considerations across all areas of its work. In 2024-25, the GBA Plus Responsibility Centre will continue to develop new department-specific tools, and to offer guidance and advice to support integration of GBA Plus in decision-making and in the development and implementation of policies, guidelines, and initiatives. In addition, the GBA Plus Responsibility Centre and the Advancement Centre for Equity, Diversity, Inclusion, and Accessibility (EDIA) will continue to work in collaboration to advance and promote various initiatives and key actions outlined in the GBA Plus Action Plan and the National EDIA Action Plan. Furthermore, in 2024-25, the PPSC's National Prosecution Policy

Committee will continue to work on the intersectional review of the *PPSC Deskbook*. This work will help ensure the PPSC’s guidelines are reflective of the evolution of societal norms and the changes in Canadian legislation and enable federal prosecutors to contribute to reducing systemic discrimination, and overrepresentation of historically marginalized groups within the criminal justice system.

Continuous engagement with Indigenous communities and organizations will enable the PPSC to better understand their realities and needs. This will allow the PPSC to modernize its guidelines and directives and to develop innovative new tools to assist prosecutors in becoming more aware of individual, systemic, and cultural biases, and to consider the underlying issues faced by Indigenous people or racialized persons living in Canada, and to take action to address their overrepresentation in the criminal justice system.

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

The PPSC is fully committed to making a meaningful contribution to advancing sustainable development in Canada. As directed by the *Federal Sustainable Development Act*, the PPSC is responsible for contributing to the three core Federal Sustainable Development

Strategy (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 core FSDS goals, the PPSC will also play an important role in supporting Goal 16: Promote a fair and accessible justice system, enforce environmental laws, and manage impacts.

As Canadian society continues to evolve, so should the directives that guide prosecutorial decisions. As such, the review of the *PPSC Deskbook* from an intersectional and reconciliatory perspective is a significant key action included the Departmental Sustainable Development Strategy (DSDS). This review will ensure that guidelines that direct Crown prosecutors reflect present-day Canadian values and serve to prevent discrimination, systemic racism, or the overrepresentation of certain groups in the criminal justice system.

In addition, the PPSC will continue to advance reconciliation by building stronger relations with Indigenous, First Nations, Inuit, and Métis people and communities. The organization's [National EDIA Action Plan](#) includes a full spectrum of national and regional initiatives the PPSC has or will embark upon.

In the years to come, the PPSC will not only strive to modernize its prosecutorial practices and guidelines, but also work on greening its internal operations, and investing in new digital tools to facilitate case management, electronic disclosure, and fine recovery. These actions will enable the PPSC to become more agile and to work more effectively with its federal, provincial, and territorial partners in the criminal justice system.

More information on the PPSC'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](#).^x

Program inventory

Prosecution Services is supported by the following program in the program inventory:

Federal Prosecutions:

This program supports the protection of Canadian society against crime through the provision of legal advice to police and federal investigative agencies, and the prosecution of all cases under federal statutes under the jurisdiction of the Attorney General of Canada, including all prosecutions in the three territories. In addition, this program also includes the recovery of outstanding federal fines and involves the promotion of federal-provincial-territorial as well as international cooperation on criminal justice issues of mutual concern.

Supporting information on planned expenditures, human resources, and results related to the PPSC's program inventory is available on [GC Infobase](#).^{xi}

Internal services

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 ten 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

Corporate Services Branch

The Corporate Services Branch (CSB) includes most internal services that support the organization and its prosecution teams as well as two national programs. Like all federal government departments, internal services help to ensure that the organization is effectively governed and meets government policy requirements and administrative responsibilities.

In 2024-25, the CSB will continue to focus on improving its governance and developing an integrated approach to its business and investment planning. This approach will enable the CSB to strategically align its efforts and support its mandate in an efficient and agile manner. The CSB will also continue its development of a performance measurement framework that will provide decision makers and senior management with concrete data and information on which to make effective and evidence-based decisions and continuously improve organizational performance.

Human Resources

In 2024-25, the Human Resources Directorate¹⁰ (HRD) will develop and implement a comprehensive Talent Management and Succession Planning Framework in alignment with the PPSC's People Strategy to better support the organization with recruitment, development and succession planning. It will also continue to implement the PPSC's Official Languages Action Plan by demonstrating leadership, innovation and creativity in order to meet official languages obligations. In addition, the HRD will continue to increase the representation of all equity groups across the organization's workforce through established hiring goals and to informed recruitment strategies.

Administrative Services Division

In 2024-25, the Administrative Services Division¹¹ (ASD) will enhance Information and Data Management practices, improve digital file management to continue to modernize the way legal work is performed across the country. It will re-evaluate the physical office environment due to the shift to hybrid working, to allow a modernization of the workplace while maintaining commitment to fulfilling our mandate. In addition, the ASD will continue to effectively manage security risks and requirements for the organization by continuing to implement, across the country, a new cloud-based access control system which will provide the capability to monitor and manage access control in all PPSC locations. This will provide national and/or regional security operational monitoring and awareness of evolving events at the federal, provincial, and local levels. This will also ensure that security threats or any event unfolding, which may affect the PPSC mission critical operations or the security of its employees, are tracked and managed in a coordinated fashion.

¹⁰ The Human Resources Directorate is responsible for planning, managing, and delivering human resources services.

¹¹ The Administrative Services Division is responsible for the delivery of corporate support in Information Management, Information Technology, Facilities Management and Accommodations, and Security Services.

National Fine Recovery Program

In 2024-25, the National Fine Recovery Program¹² (NFRP) will continue the implementation of all action items identified in the NFRP Privacy Impact Assessment¹³ report. It will also continue the development and implementation of the new fine management software to improve efficiency. The NFRP plays an important role in preserving the integrity of the sentences ordered by the courts and contributes to the administration of justice. In 2024-25, the NFRP will initiate fine recovery in the territories.

Agent Affairs Program

In 2024-25, the Agent Affairs Program (AAP)¹⁴ will continue the review of best practices to balance equity and diversity in the appointment of agents. This will help promote public trust in the criminal justice system. The AAP will also continue to review its current service delivery model to promote efficiencies and ensure compliance with the *Financial Administrative Act*.

Equity, Diversity, Inclusion and Accessibility

The Advancement Centre for Equity, Diversity, Inclusion and Accessibility (EDIA)¹⁵ will continue to play an important role in influencing and accelerating the growth and development of a richly diverse PPSC workplace and an equitable, inclusive and accessible culture. In 2024-25, the Advancement Centre for EDIA will enhance the PPSC's engagement with Indigenous, Black and racialized communities and organizations, to better understand their different needs and realities, and take action to address their overrepresentation in the criminal justice system. It will implement a new Workplace Accessibility Centre (WAC) for employees living with a disability,

¹² The National Fine Recovery Program's mandate is to recover all unpaid federal fines and related surcharges that have been imposed by a criminal court. It may undertake legal proceedings on behalf of the Crown to enforce the collection of outstanding federal fines.

¹³ The Privacy Impact Assessment is an independent process that assesses privacy protection measures, identifying potential gaps and risks to the institution.

¹⁴ The Agent Affairs Program retains the services of law firms as legal agents to assist with prosecutions on behalf of the federal Crown in areas where the PPSC do not have a regional office, or where it is impractical or otherwise not cost-effective for cases to be handled by PPSC counsel.

¹⁵ The Advancement Centre for Equity, Diversity, Inclusion and Accessibility is led by a Designated Senior Official and is separate from the Corporate Services Branch since it reports directly to the Director of Public Prosecutions. It seeks to nurture and provoke change to help remove systemic barriers at all levels, while taking a human-centered approach, acknowledging harm and working restoratively to promote a sense of pride and belonging in every employee.

to be established as a two-year pilot. The WAC will become a centre of expertise for all matters related to accessibility and workplace adjustments. In addition, the Advancement Centre for EDIA will continue to implement the PPSC’s Accessibility plan, which includes addressing barriers identified in the organization’s internal national accessibility survey, and providing employees with the appropriate technology, tools, and support.

Communications

The PPSC will continue to update template documents, particularly those used for communicating with Canadians, to offer plain language and improve clarity. It will also continue the implementation of the Access to Information and Privacy (ATIP) Renewal Project, transition to a modern, efficient case management and redaction system.

Finance and Acquisitions

In 2024-25, the Finance and Acquisitions Directorate¹⁶ (FAD) will continue to work on procurement and finance modernization. The modernization initiatives aim to reflect modern best practices and lessons learned from the past, which include updating policy instruments and developing an updated costing model. The FAD will also continue to provide training and raise awareness on procurement and finance.

Audit and Evaluation

In 2024-25, the Internal Audit and Evaluation Division¹⁷ will undertake an audit of culture for the department to understand the current workplace culture and identify areas for improvement. It will also provide support in assessing the work and results achieved. Monitoring will continue for any new or developing risks that would require further attention.

Snapshot of planned resources in 2024–25

- Planned spending: 29,773,969

¹⁶ The Finance and Acquisitions Directorate is led by the Chief Financial Officer and is separate from the Corporate Services Branch. It provides services in Financial Services, Resource Management and Financial Reporting, Financial Policy and Internal Control and Acquisitions Services.

¹⁷ The Internal Audit and Evaluation Division is led by the Chief Audit Executive and is separate from the CSB. It is responsible for the following functions: Internal Audit and Evaluation and Research.

- Planned full-time resources: 259

Related government priorities

Planning for contracts awarded to Indigenous businesses

The PPSC plans to support the Government of Canada’s commitment to meet the minimum 5% of the total value of its contracts to be awarded to Indigenous-led businesses.

In 2022-23, the department developed an Indigenous procurement planning exercise across the organization. The PPSC will increase opportunities through its procurement process by leveraging existing provisions available in the federal government Procurement Strategy for Indigenous Business (PSIB).

The PPSC will aim to meet its commitment through:

- Procurement planning and identification of possible set-aside opportunities for Indigenous businesses;
- When practical, applying conditional or voluntary set-asides in our procurement solicitations;
- Set-aside large IT and office furniture procurements;
- Continue to educate, provide tools and promote contracts being awarded to Indigenous businesses.

The PPSC’s methodology does not include the cost of legal agents, which are required to support the mandate of the Director of Public Prosecutions, in accordance with the *Director of Public Prosecutions Act*.

Planned spending and human resources

This section provides an overview of the PPSC’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.

Spending

Actual spending summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the PPSC’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.

Table 1: Actual spending for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Prosecution Services	166,144,007	169,983,645	187,708,621
Internal services	35,236,226	38,742,915	39,823,399
Total	201,380,233	208,726,560	227,532,020

The total actual expenditures net increase from 2021-22 to 2022-23 is mainly due to an increase in funding received for the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and an increase in funding to support Drug Treatment Courts (DTC) across Canada.

The Actual expenditures are forecasted to increase in 2023-24 due to:

- increased funding to assist in fighting tax evasion in a complex global and digital environment;
- the ratification of collective agreements; and
- the payment of contingent liability.

Budgetary planning summary for core responsibilities and internal services (dollars)

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

Table 2: Budgetary planning summary for core responsibilities and internal services (dollars)

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
Prosecution Services	178,679,052	178,679,052	178,910,322	178,942,962
Internal services	29,773,969	29,773,969	29,986,235	30,056,211
Total	208,453,021	208,453,021	208,896,557	208,999,173

The PPSC's planned spending reflects the amounts approved by Parliament to support the department's core responsibility. This includes funding received for the collective agreements signed in 2023-24, and a permanent reduction for the Refocusing Government Spending initiative.

2024–25 budgetary gross and net planned spending summary

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

Table 3: 2024–25 budgetary gross and net planned spending summary (dollars)

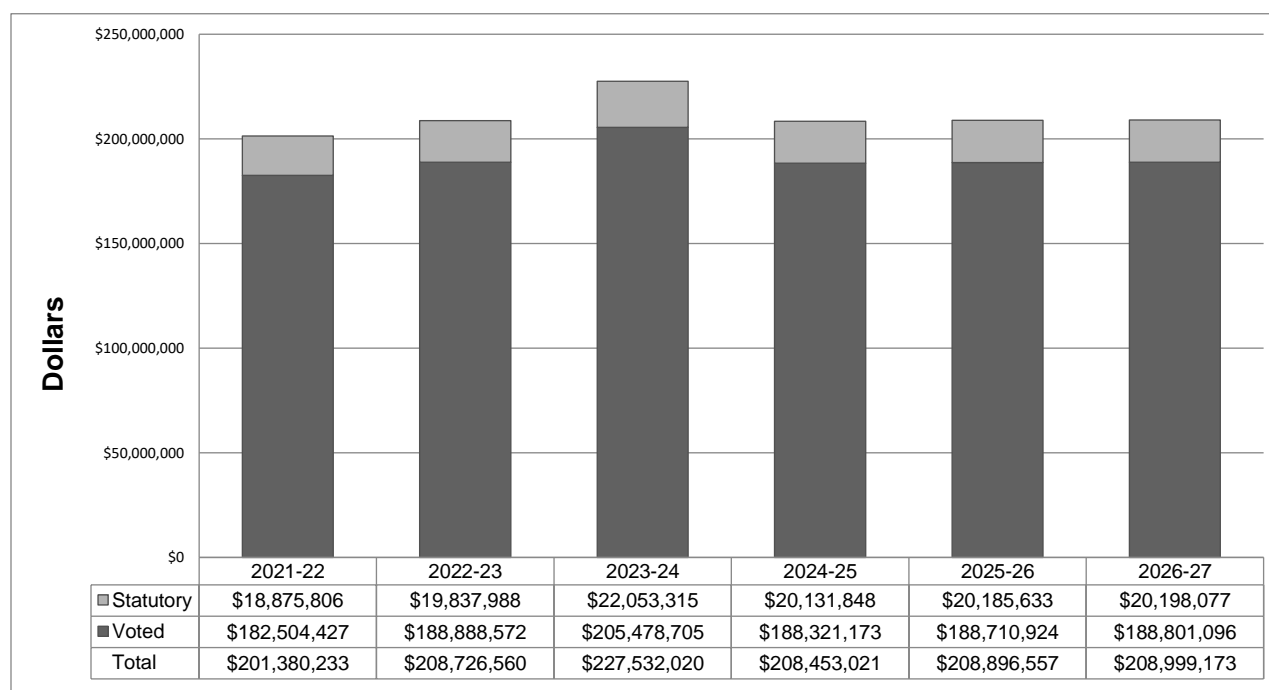
Core responsibilities and internal services	2024-25 gross planned spending (dollars)	2024-25 planned revenues netted against spending (dollars)	2024-25 planned net spending (dollars)
Prosecution Services	201,221,052	-22,542,000	178,679,052
Internal services	29,973,969	-200,000	29,773,969
Total	231,195,021	-22,742,000	208,453,021

The 2024-25 planned revenues of \$22.7 million represents the vote-netted authority for the PPSC which enables the department to re-spend the revenues received for providing services to other government departments and agencies.

Funding

Departmental spending 2021–22 to 2026–27

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



1. Spending for 2021-22 and 2022-23 represents the actual expenditures incurred during the respective fiscal years, as reported in the Public Accounts.
2. Forecast spending for 2023-24 reflects projected spending to the end of the fiscal year.
3. Planned spending for 2024-25, 2025-26, and 2026-27 reflects funds already brought into the department's reference levels, as well as amounts to be authorized through the Estimates process as presented in the Department's Annual Reference Level Update

Estimates by vote

Information on the PPSC's organizational appropriations is available in the [2024–25 Main Estimates](#).^{xii}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the PPSCs 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 on the [PPSC'S website](#)^{xiii}.

Table 4 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	275,695,738	254,364,960	(21,330,778)
Total revenues	15,205,926	22,742,000	7,536,074
Net cost of operations before government funding and transfers	260,489,812	231,622,960	(28,866,852)

The total planned revenues will be higher in 2024-25 due to an anticipated increase in time spent on prosecution services, resulting in a projected decrease in net cost of operations.

Human resources

Actual human resources summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the PPSC’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 5: Actual human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 forecasted FTEs
Prosecution services	877	899	903
Internal services	210	210	259
Total	1,087	1,109	1,162

The increase in 2023-24 full-time equivalents is to assist Canada Revenue Agency in fighting tax evasion in a complex global and digital environment, to support additional drug treatment courts (DTC) across Canada as well as support Canada’s efforts to support the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG).

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 PPSC’s core responsibilities and for its internal services planned for 2024-25 and future years.

Table 6: Human resources planning summary for core responsibilities and internal services.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Prosecution services	880	880	880
Internal services	259	259	259
Total	1,139	1,139	1,139

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Arif Virani

Institutional head: Kathleen Roussel, Director of Public Prosecutions and Deputy Attorney General of Canada

Ministerial portfolio: Justice

Enabling instrument(s): [*Director of Public Prosecutions Act*](#)^{xiv}

Year of incorporation / commencement: 2006

Organizational contact information

Mailing address

Public Prosecution Service of Canada

160 Elgin Street, 12th Floor

Ottawa, Ontario K1A 0H8

Telephone:

613-957-7772

1-877-505-7772

Fax: 613-954-2958

Email: info@ppsc.gc.ca

Website(s): [PPSC's website](#)^{xv}

Supplementary information tables

The following supplementary information table is available on [PPSC's website](#)^{xvi}:

- Gender-based analysis Plus

Information on the PPSC's departmental sustainable development strategy can be found on [PPSC's website](#)^{xvii}.

Federal tax expenditures

The PPSC’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](#).^{xviii} 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.

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A 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.

Endnotes

- i Public Prosecution Service of Canada, <https://www.sppc-ppsc.gc.ca/>
- ii About the PPSC, <https://www.ppsc-sppc.gc.ca/eng/bas/index.html>
- iii Operating context, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2021-2022/oc-co-eng.html>
- iv PPSC’s Website, <https://www.ppsc-sppc.gc.ca/eng/index.html>
- v Minister’s mandate letter, <https://www.pm.gc.ca/en/mandate-letters>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii Guideline 6.1, <https://www.ppsc-sppc.gc.ca/eng/pub/fpsd-sfpg/fps-sfp/tpd/p6/ch01.html>
- ix The Indigenous Justice Strategy, <https://www.justice.gc.ca/eng/cs-j-sjc/ijr-dja/ijs-sja/index.html>
- x Departmental Sustainable Development Strategy, https://www.ppsc-sppc.gc.ca/eng/pub/dsds-smdd/2023_2027/index.html
- xi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. 2024–25 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xiii PPSC’s Website, <https://www.ppsc-sppc.gc.ca/eng/>
- xiv *Director of Public Prosecutions Act*, <https://laws-lois.justice.gc.ca/eng/acts/d-2.5/page-1.html>
- xv PPSC’s Website, <https://www.ppsc-sppc.gc.ca/eng/index.html>
- xvi PPSC Publications, <https://www.ppsc-sppc.gc.ca/eng/pub/dp-pm/index.html>
- xvii Departmental Sustainable Development Strategy, https://www.ppsc-sppc.gc.ca/eng/pub/dsds-smdd/2023_2027/index.html
- xviii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>