



Public Prosecution
Service of Canada

Service des poursuites
pénales du Canada

Public Prosecution Service of Canada 2024-25 Departmental Results Report

The Honourable Sean Fraser,

PC., M.P.

Minister of Justice and Attorney General of Canada

Canada



Public Prosecution
Service of Canada

Service des poursuites
pénales du Canada

© His Majesty the King in Right of Canada, as represented by the Minister of Justice and Attorney General of Canada, 2025

Catalogue Number: J76-6E-PDF

ISSN: 2560-9343

Aussi disponible en français sous le titre : Rapport sur les résultats ministériels 2024–2025

Public Prosecution Service of Canada 2024–25 Departmental results report

Contents:

- [At a glance](#)
- [From the Director of Public Prosecutions and Deputy Attorney General of Canada](#)
- [Results—what we achieved](#)
 - [Core responsibility 1: Prosecution Services](#)
 - [Internal services](#)
- [Spending and human resources](#)
 - [Spending](#)
 - [Funding](#)
 - [Financial statement highlights](#)
 - [Human resources](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Corporate information](#)
- [Definitions](#)

At a glance

This departmental results report details the Public Prosecution Service of Canada's (PPSC)¹ actual accomplishments against the plans, priorities and expected results outlined in its [2024–25 Departmental Plan](#).

- [Vision, mission, raison d'être and operating context](#)

Key priorities

The PPSC identified the following key priorities for 2024–25:

- Foster a Culture of Trust and Engagement;
- Advance Equity, Diversity, Inclusion and Accessibility in the Workplace;
- Take Action Against Systemic Discrimination and Racism in the Criminal Justice System; and
- Modernize the Way We Work.

Highlights for the Public Prosecution Service of Canada in 2024–25

- Total actual spending (including internal services): \$254,250,062
- Total full-time equivalent (including internal services): 1,148

¹ The 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.

For complete information on PPSC's total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

Summary of results

The following provides a summary of the results the department achieved in 2024–25 under its main area of activity, called “core responsibilities.”

Core responsibility 1: Prosecution Services

Actual spending: \$213,502,409

Actual full-time equivalent: 942

The following provides a summary of the PPSC's achievements in 2024–25, according to its approved Departmental Results Framework:

- Timely and comprehensive legal advice is provided to investigative agencies;
- Federal prosecutions are completed in a timely manner; and
- Through professionally conducted prosecution-related work, the Office of the Director of Public Prosecutions (ODPP) contributes to the administration of justice.

During this period, the PPSC continued to fulfill its mandate by prosecuting drug-related offences, regulatory and economic crimes, national security offences, and all *Criminal Code* offences in the territories. The organization also provided high-quality legal advice to investigative agencies across Canada.

Over the reporting period, the PPSC:

- Dedicated resources to the prosecution of offences related to national security, financial crime, and foreign interference, contributing to the protection of Canada's institutions and public trust;
- Collaborated with law enforcement agencies nationwide to prosecute individuals involved in high-level drug trafficking. Prosecutors advocated for the imposition of meaningful sentences in cases where convictions were secured, reinforcing the seriousness of these offences;
- Accelerated the re-evaluation of prosecutorial policies through an intersectional and reconciliatory lens. This work aimed to ensure that PPSC policies, practices, and procedures do not contribute to discrimination, systemic racism, or the over-representation of Indigenous, Black, racialized, and other marginalized groups in the criminal justice system;
- Maintained its commitment to building a representative and inclusive workforce by advancing efforts to recruit, retain, and support the career development of Indigenous, Black, racialized, persons with disabilities, and 2SLGBTQQIA+ employees. These efforts were part of a broader strategy to foster a workplace where all employees feel valued, empowered, and able to contribute meaningfully to the organization's mandate; and

- Continued to enhance the services offered by the Accessibility Support Centre, which provided expert guidance on accommodation and accessibility, supporting employees with disabilities, injuries, or illnesses. Its personalized services helped remove barriers and fostered a more inclusive, respectful, and responsive work environment across the organization.

For more information on PPSC's [Prosecution Services](#) read the "Results—what we achieved," section of its departmental results report.

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

I am pleased to present the Public Prosecution Service of Canada's (PPSC) Departmental Results Report (DRR) for 2024-25.

Over the past year, we remained focused on pursuing excellence in the prosecution of federal offences. Our efforts reflect a sustained commitment to improving public safety outcomes and to supporting our prosecutors to help drive meaningful change in addressing systemic discrimination within the criminal justice system. The PPSC delivered its mandate with independence, fairness, and integrity, while advancing key priorities to support a more principled and equitable justice system.

Our people showed exceptional resilience and dedication throughout the year. Whether navigating complex legal issues, confronting sophisticated criminal organizations, or responding to fast developing threats to public safety, they delivered timely legal advice to police and investigative agencies. Their work supported the lawful collection of admissible evidence, the disruption of crimes through lawful arrests, and the pursuit of fair and effective prosecutions. These efforts reflect not only the application of law, but also an awareness of its human impact, including the devastating effects of drugs such as fentanyl, and the need for a more inclusive and accessible justice system.

In 2024-25, we made meaningful progress across several fronts. Our prosecutors remained focused on significant drug trafficking, importation, production and exportation prosecutions involving fentanyl, cocaine and other devastating drugs, as well as firearms trafficking, gang activity and organized crime across provinces and borders. Managing prosecutions through the courts to ensure cases were decided on their merits and seeking appropriate sentences for those found guilty of these crimes remained a priority. Prosecutors also continued to provide legal advice to the Royal Canadian Mounted Police and local police in support of complex investigations involving national security and terrorism-related offences.

Additionally, we continued to strengthen our prosecutorial practices by reviewing directives and guidelines of the *PPSC Deskbook* to continue to ensure prosecutors make principled, independent and fair decisions. Helping prosecutors to recognize and address potential bias also ensures that the justice system better reflects the diverse realities of accused persons, victims, witnesses, and communities. We also expanded the implementation of Drug Treatment Courts across Canada, broadening access for individuals seeking to reduce criminality linked to substance use. Recognizing that complete abstinence



George Dolhai
Director of Public Prosecutions and
Deputy Attorney General of Canada

may not be a realistic goal for all participants, our revised approach emphasizes harm reduction and rehabilitation, making the program more responsive to participants' needs.

We also laid the foundation for a long-term, sustainable e-disclosure system through a new cloud-based solution across our regional offices. While full implementation is still forthcoming, this year's progress was critical to our future readiness. The National Fine Recovery Program also conducted a comprehensive assessment of the security and privacy features of the PPSC's online payment platform, resulting in enhanced safeguards designed to protect personal information and reinforce confidence in the integrity of our digital services.

As part of our risk management strategy, we finalized the PPSC Organizational Risk Profile during 2024-2027, reinforcing a more proactive approach to achieving strategic objectives.

I extend my sincere gratitude to all PPSC employees for their dedication and contributions. These accomplishments are a direct reflection of their unwavering dedication to uphold the public trust in the justice system and fostering a safer, more just society. Their efforts are evident in the outcomes we deliver for Canadians and in the values we demonstrate every day.

Results—what we achieved

Core responsibilities and internal services

- [Core responsibility 1: Prosecution Services](#)
- [Internal services](#)

Core responsibility 1: Prosecution Services

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

Description

The Public Prosecutions Service of Canada (PPSC) prosecutes criminal and regulatory offences under federal law in an independent, impartial and fair manner. It also provides prosecutorial legal advice to investigative agencies.

Quality of Life Impacts

The PPSC is a small federal agency with a specific mandate and one core responsibility: Federal Prosecutions. Guided by its mission to serve the public interest, the PPSC contributes to a safe and just society for all people in Canada. The PPSC is committed to continuing to improve public safety outcomes for Canadians and to contribute to the change necessary to reduce discrimination and over-representation of certain groups of people in the criminal justice system, particularly Indigenous and Black Canadians.

It is in this perspective that the PPSC plays a role in advancing Canada’s Quality of Life Framework, particularly within the “Good Governance” and “Society” domains, as reflected in the following five indicators:

1. Crime Severity Index:

Through the prosecution of serious federal offences, such as drug trafficking, organized crime, national security offences (including terrorism), offences related to the border, regulatory offences, and economic fraud offences, the PPSC contributes directly to the public safety and the rule of law. In 2024–25, the PPSC strengthened partnerships with police services and specialized task forces, including those targeting firearms offences and transnational organized crime. These collaborations supported successful prosecutions that have measurable impacts on reducing the severity and frequency of crime in communities across Canada. By ensuring the consistent and timely application of federal criminal laws, the PPSC reinforces deterrence and supports the effective resolution of criminal matters.

2. Confidence in Institutions:

The PPSC builds trust in legal institutions by upholding independence, transparency, and integrity in all prosecutorial decisions. These decisions are made equitably, objectively, and without bias to protect the rights of all individuals and by supporting a fair justice system. The decision to prosecute is amongst the most important responsibilities of Crown counsel. Each case demands a careful, principled assessment of the evidence and a thoughtful consideration of the public interest. Ensuring that these decisions are made fairly, impartially, and transparently is essential to maintaining public trust. When prosecutorial decisions are perceived as unjust—whether proceeding with a weak case or failing to act on a strong one—it can erode confidence in the criminal justice system. Upholding rigorous standards in decision-making directly supports Canadians’ confidence in public institutions and reinforces the integrity of the justice system.

3. Discrimination and Unfair Treatment:

The PPSC is committed to advancing a justice system that is fair and inclusive. It recognizes its past failures and is determined to contribute to eliminate systemic discrimination and over-representation of Indigenous (Indigenous, First Nation, Métis and Inuit), Black, racialized and marginalized persons in the criminal justice system. In 2024–25, the organization has taken deliberate steps to examine and mitigate discrimination and systemic bias in prosecutorial decision-making. Through its Equity, Diversity, Inclusion and Accessibility (EDIA) Action Plan and the application of an intersectional Gender-Based Analysis Plus (GBA Plus) lens, the PPSC aimed to embed fairness in prosecutorial decisions. Initiatives included supporting Drug Treatment Courts, restorative justice programs, and culturally-informed, community-based approaches—particularly in the territories. These efforts reflect the PPSC’s commitment to aligning with federal priorities, such as advancing reconciliation, improving access to justice, and promoting just, inclusive outcomes across Canada’s criminal justice system.

4. Confidence in Access to Fair and Equal Justice (criminal):

Through its independent and impartial conduct of prosecutions, the PPSC supports Canadians’ confidence in their ability to access fair and equal treatment under the criminal law. In 2024–25, the PPSC enhanced its public feedback and complaints processes, reflecting its commitment to transparency, accountability, and responsiveness. The mandate, mission, and values of the PPSC all come together in

the role of the prosecutors within the criminal justice system. Prosecutors, acting independently and in the public interest, play a central role in ensuring equal treatment under the law. They do not represent any individual or group but serve the broader public good by addressing criminal conduct fairly and impartially. Their actions reflect the PPSC’s dedication to ensuring that justice is administered equitably and transparently for all Canadians.

5. Indigenous Languages:

The PPSC supports the vitality of Indigenous languages through its commitment to culturally appropriate justice practices. Across its three northern regions, the PPSC strives to provide services to court participants in the language of their choice, including Indigenous languages spoken by Crown Witness Coordinators. The PPSC continues to implement its Equity, Diversity, Inclusion, and Accessibility Action Plan, which includes recognizing and furthering the use of Indigenous languages by employees. Key initiatives include training on Indigenous realities and reviewing prosecution policies with an intersectional lens to reduce over-representation. By fostering a more equitable and just society, the PPSC indirectly creates an environment where Indigenous cultures and languages can thrive.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 1: Prosecution Services.

Table 1: Timely and comprehensive legal advice is provided to investigative agencies²

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Prosecution Services in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
Percentage of respondents satisfied with the timeliness of legal advice.	80%	March 2025	2022–23: Not available ³ 2023–24: Not available ³ 2024–25: Not available ³
Percentage of respondents satisfied with the comprehensiveness of legal advice.	Greater than or equal to 65%	March 2025	2022–23: Not available ³ 2023–24: Not available ³ 2024–25: Not available ³

Table 2: Federal prosecutions are completed in a timely manner⁴

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Prosecution Services in the last three fiscal years.

² Level of satisfaction results are taken from the PPSC Survey of Investigative Agencies Report, which is conducted every three years.

³ Level of satisfaction results are taken from the PPSC Survey of Investigative Agencies Report, which is conducted every three years. The 2024–25 cycle has been deferred to allow for a comprehensive review of the survey’s scope and methodology. This review is intended to enhance alignment with the PPSC’s overarching vision, mandate and core values.

⁴ The percentage of stays of proceedings as a result of delays is determined by the 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.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Number and percentage of cases that went to trial and resulted in a judicial stay of proceedings due to Crown delay.	Less than 4%	March 2025	2022–23:0.03% 2023–24:0.06% 2024–25:0.01% ⁵
Number and percentage of cases that went to trial and resulted in the Crown directing a stay of proceedings due to Crown delay.	Less than 4%	March 2025	2022–23:0.07% 2023–24:0.04% 2024–25:0.04% ⁶

Table 3: Through professionally conducted prosecution-related work, the ODPP contributes to the administration of justice

Table 3 shows the target, the date to achieve the target and actual result for each indicator under Prosecution Services in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Number and percentage of prosecutions that result in a determination on the merits of the evidence.	Greater than or equal to 96%	March 2025	2022–23:99.74% 2023–24:99.64% 2024–25:99.69% ⁷
Number and nature of judicial stays for abuse of process based on the conduct of a federal prosecutor.	0	March 2025	2022–23:0 2023–24:0 2024–25:0
Number and nature of successful malicious prosecution lawsuits.	0	March 2025	2022–23:0 2023–24:0 2024–25:0
Number and nature of substantiated complaints made pursuant to the PPSC’s Complaint Policy.	0	March 2025	2022–23:0 2023–24:1 2024–25:0

The [Results section of the Infographic for the PPSC on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

⁵ Of the 44,441 cases closed in 2024–25, 7 resulted in a judicial stay of proceedings due to Crown delay.

⁶ Of the 44,441 cases closed in 2024–25, 18 resulted in the Crown directing a stay of proceedings due to Crown delay.

⁷ 15,879 of the 15,927 cases closed in 2024–25, resulted in a determination on the merits of the evidence.

Details on results

The following section describes the results for Prosecution Services in 2024–25 compared with the planned results set out in PPSC’s departmental plan for the year.

Prosecution and Legal Advice: The Role of the PPSC in Federal Law Enforcement

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 or investigative agencies.

Results achieved

- In 2024–25, the PPSC’s National Prosecution Policy Committee (NPPC) continued its review of chapters of the *PPSC Deskbook* using an intersectional lens. The goal was to ensure that prosecutorial guidelines support fair, equitable decisions, and take active steps to avoid bias, racism, and systemic discrimination. The *PPSC Deskbook* sets out the guiding principles which all federal prosecutors, and persons acting as federal prosecutors, must follow. In 2021, the Director of Public Prosecutions (DPP) tasked our NPPC to review the Deskbook and recommend changes to any policy or practice that may contribute to discrimination, systemic racism, or over-representation of Indigenous, Black and racialized individuals in the criminal justice system. As a result of this work, the DPP approved updates to the following guidelines in 2024–2025:
 - Guideline 3.18 “*Judicial Interim Release*”: Prosecutors are required to make reasonable efforts to obtain relevant information from the accused, victims, and witnesses. They must consider the particular circumstances of the accused when deciding whether to seek detention or propose release on onerous conditions. In addition, bias, discrimination, and stereotypes cannot influence the decisions of prosecutors in any aspect of the bail process. (When this guideline was introduced, Guideline 3.19 “*Bail Conditions*” to address Opioid Overdoses was repealed. The guidance found within the 3.19 guideline was integrated into the revised version of 3.18.).
 - Guideline 3.8 “*Alternative Measures*”: This guideline replaces the Attorney General directive on alternative measures that was issued in 2014. This new guideline allows the DPP greater flexibility to adapt alternative measures to the evolving legal and social landscape. Alternative measures may now be used for all offences, including those with a mandatory minimum penalty, if their use is consistent with the protection of society and maintaining confidence in the administration of justice.
 - Guideline 3.16 “*Supreme Court of Canada Litigation*”: This guideline has been in effect since 2014 and was updated in light of changes to Supreme Court litigation practice over the last decade. The test to decide if leave to appeal should be sought, which used to be known as the “national importance” test, has been renamed the “public importance” test. This is the same test as the one applied by the Supreme Court of Canada. The guideline confirms explicitly that the assessment of the public interest in the decision to seek leave to appeal or to appeal as of right must be informed by the same policy considerations relevant to the decision to prosecute.

National Security

Results achieved

The PPSC's mandate covers terrorism offences under the *Criminal Code*, offences under the *Security Offences Act* and the *Foreign Interference and Security of Information Act*, and war crimes. The organization is the prime sole legal advisor in that regard during the early investigative stages, and prime sole authority for initiating cases relating to the national security of Canada. The volume of national security investigations and prosecutions is significantly growing.

- In 2024–25, experienced federal prosecutors provided legal advice to the Royal Canadian Mounted Police (RCMP) and local police in the context of investigations into national security and terrorism offences. This early legal guidance helped disrupt threats aimed at advancing political, religious, or ideological objectives through violence. Prosecutors continued to conduct numerous complex terrorism prosecutions, taking into account the physical security of Canadian society and the fundamental rights and freedoms that all citizens consider essential to the well-being of Canadian society. Many of these cases involved individuals who used hate to justify violence against others based on cultural, political, or religious identity. Online platforms play a significant role in spreading extremist ideologies, legitimizing violence, and recruiting individuals—often youth—to act alone. Through the courts, prosecutors upheld the rule of law, ensuring that those accused of terrorism offences were prosecuted fairly and transparently. Where courts rendered guilty verdicts beyond a reasonable doubt, these prosecutions contributed to denouncing and deterring activities that pose a threat to public safety and Canadian society.
- During the same period, the PPSC, on behalf of the Attorney General of Canada, consented to terrorism-related charges against six individuals, including one young person. As of March 31, 2025, there were 22 active national security prosecutions before the courts. These included 16 terrorism cases (three involving young persons), four cases under the *Foreign Interference and Security of Information Act*, and two related to the United Nations. Four of the terrorism cases involved Canadians charged with travelling abroad to join terrorist groups. An additional three cases were under appeal.
- Prosecutors also sought terrorism peace bonds under section 810.011 of the *Criminal Code*. In three cases, the court issued these orders based on reasonable grounds to fear that a terrorism offence might be committed. Eight individuals, including four young persons, entered into such peace bonds during the year. Three more applications, including two involving young persons, remained before the courts as of March 31, 2025.
- Finally, prosecutors addressed foreign state activities that posed threats to Canadian security, including intimidation, intellectual property theft, and violations of international law.

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

Results achieved

The PPSC is responsible for prosecuting offences under federal statutes across Canada, including drug-related offences under the *Controlled Drugs and Substances Act* and the *Cannabis Act*. In the territories, the PPSC prosecutes all *Criminal Code* offences and federal statutes and also prosecutes certain

territorial offences on behalf of territorial governments. In Quebec and New Brunswick, the PPSC prosecutes drug offences only when investigated by the RCMP. Drug prosecutions represent over 70% of PPSC's work. As Canada continues to face a national opioid death crisis caused by the distribution of fentanyl by drug traffickers, many of whom work for organized crime, our prosecutors work tirelessly to address all charges brought before our courts and to provide advice to law enforcement agencies involved in the disruption of Canada's illicit drug supply.

- Throughout 2024–25, the PPSC experienced a significant rise in workload due to intensified enforcement efforts targeting firearms, gangs, and organized crime. Firearms charges alone increased by 169% between 2013 and 2025. This surge reflects the close link between gun violence and drug trafficking, particularly in the context of organized criminal activity. The Canada Border Plan, which focuses on disrupting fentanyl trafficking and cross-border organized crime, also contributed to the growing volume and complexity of prosecutions. Major drug cases now demand more time and resources due to the use of advanced telecommunications and evolving legal interpretations of privacy in both physical and digital spaces.
- Fentanyl remains a critical threat, but other substances such as cocaine, methamphetamines, benzodiazepines, heroin, and synthetic drugs, continue to drive high-volume prosecutions. Seizures of multi-kilogram quantities of fentanyl, over 100 kg of cocaine, and thousands of pills are now common. Large-scale fentanyl production facilities present unique challenges for both investigators and prosecutors.
- To ensure consistency across regions, the PPSC established a national network of prosecutors specializing in cases involving fentanyl and synthetic opioids. Coordinated from PPSC Headquarters, this group shares jurisprudence, emerging issues, and best practices. A dedicated sentencing database for fentanyl offences is also maintained and accessible to all PPSC counsel. Courts across Canada now impose the highest custodial sentences for fentanyl trafficking.
- The PPSC remains committed to the fair and effective administration of justice, even as file complexity, disclosure volumes, and digital evidence demands continue to grow. Special attention is given to drug-related harms in remote and vulnerable communities, where trafficking poses serious risks. At the same time, the PPSC considers public health perspectives when deciding whether to prosecute individuals found in possession of small quantities of drugs for personal use. Where public safety is not at risk, alternatives to prosecution are often more appropriate and better serve both individuals and society.

Drug Treatment Courts

Results achieved

Drug Treatment Courts (DTCs) are specialized courts that provide an alternative to incarceration by offering an opportunity to complete a drug treatment program under the supervision of designated justice system participants and treatment service providers. DTCs aim to reduce the frequency of crimes committed to support drug dependence and the harm people cause to themselves and others because of drug addiction. Offenders who meet specified criteria receive comprehensive substance use treatment, clinical case management and social services support as an alternative to incarceration. Prosecutors are required to consider the alternatives to prosecution that may address the public safety elements in those circumstances. At the same time, prosecutors are being trained to recognize and consider the potential effects of bias and systemic discrimination upon the assessment of these cases.

This approach supports offenders in addressing their cycle of problematic substance use and criminal behaviour. It has been successful as a means of reducing criminal recidivism.

- The number of DTCs has grown in many regions across the country. For instance, new DTCs have recently opened in Alberta, Saskatchewan, Ontario, and Newfoundland, with still more DTCs to open in other parts of the country. Our prosecutors assist with the creation of new DTCs, the development of DTC programs, and their operations. In 2024, we revised our Deskbook policies to provide greater flexibility to DTC team members to develop programs that conform to regional needs and locally available resources. The revisions also gave easier access to DTC programs for all persons who use drugs and who are charged with criminal offences through changes to eligibility criteria.
- It is important to note that an eligible accused person's participation in the DTC program requires their consent. Application to a DTC may occur at any time throughout a prosecution and, where appropriate, and no longer requires a guilty plea prior to admission. DTC team members have flexibility to design graduation criteria that move away from total abstinence, which is not a realistic goal for all persons suffering from a substance use disorder.

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

Results achieved

First Nations across the country are actively looking for mechanisms with which 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 Nation laws.

- The PPSC has extended the pilot project for First Nation communities represented by Manitoba Keewatinowi Okimakanak Inc. (MKO) to sign protocol agreements to have the PPSC prosecute violations of bylaws enacted pursuant to the *Indian Act*. As a result, this project allows any of the 26 First Nations represented by MKO to sign protocol agreements to have the PPSC prosecute violations of bylaws enacted pursuant to the *Indian Act*. Over the past year, the PPSC prosecutors collaborated with MKO, the RCMP and Manitoba justice officials to build the pilot project. This included helping provincial court staff establish a new system for processing tickets issued under First Nations laws and implementing a diversion framework that supports community-based restorative justice. Prosecutors also delivered training to RCMP officers and First Nations Safety Officers on bylaw enforcement.
- During the same period of time, in partnership with the Government of Manitoba, MKO launched a new restorative justice process for summary conviction offences under First Nation public safety laws. This approach reflects a broader shift toward culturally grounded, community-led justice solutions.

This initiative aligns with the PPSC's commitment to applying an intersectional lens to prosecutorial decision-making and exploring alternatives to prosecution where appropriate. By emphasizing healing, accountability, and community well-being, the MKO model offers a meaningful alternative to traditional court processes and supports efforts to reduce the over-representation of Indigenous peoples in the criminal justice system. These developments reflect

the PPSC's ongoing commitment to reconciliation and to supporting justice approaches that are responsive to the needs and values of Indigenous communities.

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

Results achieved

The PPSC continues to advance the Government of Canada's Federal Pathway to address Missing and Murdered Indigenous Women, Girls (MMIWG) and 2SLGBTQIA+ People, responding to multiple Calls for Justice by improving the delivery of justice for Indigenous victims, witnesses, and communities in Yukon, the Northwest Territories, and Nunavut. The Territories face some of the highest rates of serious violent crime in Canada, which disproportionately impacts Indigenous women, girls, and 2SLGBTQIA+ people. These offences occur within the context of intergenerational trauma and systemic inequities, leaving victims particularly vulnerable.

- Meaningful improvements in the services the PPSC has been able to provide to victims of crime were made, including increasing Indigenous representation as decision makers in the criminal justice system, improving continuity in prosecution files, and incorporating Elder participation in decision-making.
- The Specialized Sexual Violence Prosecution Teams (SSVPT), composed of prosecutors, paralegals, and Crown Witness Coordinators (CWC), now operate at full capacity and have improved the management and oversight of sexual violence files, provided increased training and consultation to police and community service providers, and strengthened relationships with justice partners including RCMP, Victim Services, and Indigenous leaders.
- The SSVPTs have also enhanced communication and support for victims, introduced new internal tracking tools to expand knowledge and resources, and increased Indigenous participation in the justice system through Inuktitut-speaking paralegal positions in Nunavut; CWCs have bridged the gap between the legal process and the human experience, making the system more accessible, less intimidating, and more responsive to the needs of victims and witnesses. These efforts have received positive feedback from Indigenous communities, justice partners, and victims themselves, with many highlighting the difference the specialized teams are making in improving trust and support throughout the prosecutorial process.
- The work of these teams has drawn local and national media attention, underscoring their positive impact on victims and the justice system as a whole. The increased number of CWCs has also expanded the PPSC's ability to provide continuous, trauma-informed assistance on complex cases. Overall, the initiative has delivered meaningful changes in sexual violence prosecutions and victim support, directly advancing truth and reconciliation commitments and responding to the Calls for Justice.

Key risks

In 2024–25, the PPSC implemented its updated Corporate Risk Profile (CRP) to strengthen its approach to risk management. The risk profile identifies the key corporate risks that could impact the PPSC's ability to achieve its strategic objectives and fulfill its core responsibility.

The CRP also presets targeted mitigation strategies for each identified risk. These strategies are designed to align with PPSC’s strategic vision and reflect the organization’s current operational environment. The following are the PPSC’s current key corporate risks:

Risk 1: Safety of Staff—There is a risk that employees and agents will be harmed by incidents of threat, intimidation, or violence.

Risk 2: Information Technology (IT)—There is a risk that the PPSC’s current IT capacity will jeopardize the conduct of prosecutions and the delivery of internal services.

Risk 3: Security of Information—There is a risk that sensitive information will be disclosed or lost resulting in a threat to the security and safety of individuals, a potential privacy breach, and the public or stakeholders questioning the ability of the PPSC to protect the information under its control adequately.

Risk 4: Succession Management—There is a risk that the PPSC may not be able to attract proactively and systematically, develop and retain diverse, qualified and experienced employees in a timely manner to achieve its organizational objectives.

Risk 5: Adapting to a Changing Legal Landscape—There is a risk that changes (or lack thereof) within the PPSC will limit its ability to contribute to the changes necessary to support a more equitable and fairer criminal justice system.

Risk 6: Data for Decision-Making—There is a risk that organizational decisions will be informed by inaccurate and/or incomplete information, which could adversely affect PPSC operations and reporting to central agencies, Parliament and Canadians.

Resources required to achieve results

Table 4: Snapshot of resources required for Prosecution Services

Table 4 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	178,679,052	213,502,409
Full-time equivalents	880	942

[The Finances section of the Infographic for the PPSC on GC Infobase page](#) and the [People section of the Infographic for the PPSC on GC Infobase page](#) complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

The PPSC recognizes the importance of its role in the Canadian criminal justice system and remains committed to reconciliation, equity, diversity, inclusion, and accessibility. These commitments are reflected in the organization’s value and priorities.

In 2024–25, the PPSC continued to advance the integration of GBA Plus considerations across all areas of its operations. The GBA Plus Responsibility Centre (GBA Plus RC) contributed to this work by supporting various reports and initiatives.

Building on the success of the in-house “Expanding our Mindset” training, the GBA Plus RC explored new ways to help prosecutors and paralegals apply intersectional analysis and recognize bias in their work. This included assessing the integration of the training into the Federal Prosecutor Development Program to ensure new prosecutors and paralegals acquire foundational GBA Plus knowledge early in their careers. The GBA Plus RC is also exploring the integration of this training into the School for Prosecutors curriculum to provide prosecutors with a refresher on applying intersectional analysis in the context of prosecutions.

In parallel, the PPSC’s National Prosecution Policy Committee, continued over the past year, to accelerate the re-evaluation of all prosecutorial policies using an intersectional and reconciliatory lens. This work aims to prevent PPSC policies, practices, or procedures from contributing to discrimination, systemic racism, or over-representation of certain groups in the criminal justice system.

Program inventory

Prosecution Services is supported by the following programs:

- Federal Prosecutions

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

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management
- Financial Management
- Information Management
- Information Technology
- Real Property
- Materiel
- Acquisitions

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

Corporate Services Branch

In 2024–25, the Corporate Services Branch (CSB)⁸ made notable progress in strengthening governance and advancing a more integrated approach to business and investment planning. These efforts improved alignment with the PPSC’s strategic priorities, enabling the organization to deliver on its mandate with greater efficiency and agility.

As part of this work, CSB enhanced the PPSC’s project management capacity by introducing structured frameworks, standardized tools, and consistent processes. These improvements were particularly evident in the management of Information Technology and Facilities projects, where the application of these tools and practices supported more effective planning, execution, and oversight. This strengthened the organization’s ability to strategically prioritize initiatives, improve oversight, and allocate resources more effectively.

CSB also continued to build its performance measurement capacity to support evidence-based decision-making and drive continuous improvement across the organization. Over the past year, CSB developed three dashboards to deliver timely, actionable insights in key service areas:

- Administrative Services—Business Analytics and Supports;
- Information Management Branch; and
- Personnel Security—Employee Physical Threats.

These dashboards provide senior management with concrete data to support strategic decision-making and monitor organizational performance more effectively. Looking ahead, CSB is working toward a centralized performance measurement framework that integrates data across corporate services. This initiative will further enhance transparency, accountability, and the organization’s ability to adapt and improve.

Human Resources

During 2024–25, the Human Resources Directorate (HRD)⁹ advanced the PPSC’s commitment to fostering a workplace where all employees can thrive, contribute fully, and feel a strong sense of belonging. As part of its effort, the development of a formal Talent Management and Succession Planning Framework was identified as a key priority. Though meaningful consultations with internal stakeholders, including the Advancement Centre for Equity, Diversity, Inclusion and Accessibility (ACEDIA) and the National Councils of Employees (NCEs), it was recognized that additional groundwork would enhance the framework’s long-term success. These insights are helping to shape a more responsive and inclusive approach to implementation, ensuring alignment with organizational readiness and employee needs.

⁸ The Corporate Services Branch is made up of several internal services that support the organization and the PPSC prosecutors.

⁹ The Human Resources Directorate is responsible for planning, managing, and delivering human resources services.

In response, the HRD adopted a phased approach focused on building foundational capacity and readiness. Rather than proceeding with a formal framework, the HRD equipped managers and employees with practical tools and training to support talent development. Managers were expected to engage in career conversations with employees to explore career goals and development needs, using a structured guide to support these discussions. Insights from these conversations were shared with executives to inform succession planning efforts. Executives were also provided with a dedicated guide to facilitate team-level talent conversations, with additional support available as needed to ensure alignment with organizational priorities.

The PPSC continued to implement its People Strategy, launched in 2022, which provides a clear direction for people management and supports the development of a high-performing, inclusive, and engaged workforce. The strategy emphasizes collaboration, prioritization of resources, such as time, cost, and staffing, and two-way communication to ensure meaningful engagement in all initiatives. In 2024–25, work began to renew the strategy to reflect evolving organizational needs and to continue charting an ambitious course for workforce development.

The organization also reinforced commitment to inclusive and transparent hiring practices. Through performance agreements, executives and delegated managers were held accountable for hiring, retaining, and promoting talented individuals from equity-seeking groups. The HRD continued to provide targeted support to hiring managers to help meet these commitments. Concurrently, the PPSC reviewed and updated its Inuit Employment Plan, which outlines a strategy to increase Inuit representation to a representative level. The plan focuses on removing employment barriers, increasing Inuit participation on staffing panels, supporting career progression within the organization, and promoting leadership development through both formal and on-the-job training opportunities.

In support of official languages obligations, the PPSC continued to implement its Official Languages Action Plan in 2024–25. Key activities included the completion of the Official Languages Regulations Reapplication Exercise and the Official Languages Review. The organization updated linguistic profiles for supervisory positions in bilingual regions to CBC, provided continued support to regional offices designated as bilingual, and reviewed governance related to official languages. Progress was monitored, in collaboration with various partners, to ensure compliance and continuous improvement.

Administrative Services Division

In 2024–25, the Administrative Service Division¹⁰ advanced its efforts to modernize digital file management. A new cloud-based solution for digital file disclosure was implemented across regional offices, replacing outdated systems. To support this transition, training was delivered to enhance data quality within the case management system.

Through improved disposition processes, the Division also reduced paper storage by 20,180.27 cubic feet.

¹⁰ The Administrative Services Division is responsible for the delivery of corporate support in Information Management, Information Technology, Facilities Management and Accommodations, and Security Services.

In parallel, the physical office environment was reviewed and adjusted to support employees' return to the workplace. Planning by the Facilities and Accommodations team contributed to a smooth and efficient transition.

National Fine Recovery Program

The PPSC is responsible for administering the recovery of outstanding federal fines under the terms of an assignment issued by the Attorney General of Canada in September 2007. The National Fine Recovery Program (NFRP)¹¹ initiates and conducts legal proceedings on behalf of the Crown and enforces the collection of outstanding federal fines. The NFRP plays a significant role in preserving the integrity of the justice system by enforcing sentences ordered by the courts. In 2024–25, the NFRP finalized and implemented a new Policy Framework to support its effective administration. This framework establishes structured practices and detailed requirements that promote transparency, fairness, and accountability, while ensuring compliance with relevant policies and legislation. During the same period, the NFRP completed a comprehensive security and privacy assessments of the PPSC's online payment platform. As a result, enhanced security measures were implemented to protect personal information and mitigate the risk of cyber threats.

The NFRP also advanced the development and implementation of a new fine management software to support the recovery of outstanding federal fines. A multi-year contract was awarded to ensure the project's long-term feasibility and stability. At the same time, the program continued consultations with the Northwest Territories to gain access to court registry data related to federal fines. While many new initiatives have already been implemented as part of ongoing program reform, the NFRP continues to address a key challenge of establishing direct links to all provincial and territorial court registries to obtain accurate information on outstanding federal fines.

Agent Affairs Program

In 2024–25, the Agent Affairs Program completed a review of its delivery model. This work led to the development and approval of a new organizational design and updated work descriptions. While implementation did not take place during the reporting period, these efforts support the program's commitment to continuous improvement and ongoing compliance with the *Financial Administration Act* (FAA). Complementing these efforts, the PPSC launched the National Agents Project in 2024 to enhance the efficiency of agent expenditure management and strengthen compliance with *Sections 32 and 34* of the FAA. Together, these initiatives demonstrate a proactive approach to modernizing program operations and reinforcing sound financial stewardship.

Equity, Diversity, Inclusion and Accessibility

In 2024–25, the PPSC remained focused on two overarching priorities:

- Strengthening its internal culture to be a more equitable, diverse, inclusive, and accessible (EDIA) organization for its employees; and

¹¹ 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.

- Making changes to its prosecutorial practices to be an intentional contributor in reducing the mass incarceration of marginalized groups in Canada’s criminal justice system.

Internally, the PPSC continued to embed EDIA principles across its culture and operations. Led by the ACEDIA, the organization continued its effort to foster a fairer and more inclusive workplace. This work focused on ensuring that employees, particularly those who are Indigenous, Black, from other historically marginalized groups, or living with disabilities, feel welcomed, valued and empowered to contribute fully to the organization.

Key initiatives included the development of a workplace guide for religious and spiritual inclusion and the establishment of four diversity goals to improve representation through recruitment and sponsorship. These goals, developed with Human Resources and approved by the DPP, respond to national and regional equity gaps.

The PPSC also strengthened support for its EDIA governance structures. It continued to resource the NCEs and Regional EDIA Committees, and integrated recommendations from the Office of the Auditor General and insights from Dr. Rachel Zellars’s study on Black executives into its updated EDIA action plan.

To assess and inform its efforts, the PPSC analyzed the 2024 Public Service Employee Survey results for equity groups and shared findings internally. It marked significant EDIA observances throughout the year and examined how the *Official Languages Act* impacts Indigenous employees, with the aim of advancing more inclusive language practices.

The ACEDIA also began enhancing the Federal Prosecutor Development Program, ensuring EDIA values are reflected in training and professional development. This included holding focus groups with employees from equity-deserving communities and contributing feedback on the program’s learning objectives and content.

Accessibility remained a central focus. A major milestone was the launch of the Accessibility Support Centre (ASC), the PPSC’s centre of expertise for workplace accommodations. In its first year, the ASC responded to 104 requests—a 50 percent increase over the previous year—highlighting growing employee trust and awareness. The ASC aims to provide respectful, personalized support to employees with disabilities, injuries, or illnesses, and to help managers foster accessible, inclusive work environments. To support this goal, the PPSC published its second Accessibility Plan Progress Report, hosted an event marking the International Day of Persons with Disabilities, promoted the social model of disability, and encouraged the use of the Government of Canada Workplace Accessibility Passport. Accessibility awareness was also promoted through the organization’s “Accessibility Minute” newsletter and through increased use of plain language in communications.

Finally, the PPSC supported senior managers in meeting EDIA performance expectations by developing a self-assessment tool to encourage accountability and reflection. It also completed a final report on its 2021–24 EDIA Action Plan and began shaping its next strategic phase, informed by lessons learned and ongoing engagement with EDIA communities of practice across the federal public service.

Communications

The PPSC supports the Government of Canada’s commitment to achieving a barrier-free digital environment by 2040, as outlined in the *Accessible Canada Act*. In 2024–25, the PPSC began laying the groundwork to enhance the accessibility of its digital services and communications. This includes early efforts to promote the use of plain language and integrate inclusive design practices into digital development. The PPSC is taking meaningful steps toward ensuring its digital platforms are accessible to all, including persons with disabilities.

As part of its ongoing commitment to modernizing the way we work, the PPSC continues to advance the implementation of the Access to Information and Privacy Renewal Project. In 2024–25, a development site has been successfully established, and testing is currently underway to ensure the system meets performance, usability, and security requirements. This work lays the foundation for full implementation and system launch planned for 2025–26.

Finance and Acquisitions

In 2024-25, the Finance and Acquisitions Directorate strengthened workforce capacity by providing employees with targeted tools and training, enabling them to deliver service excellence. New processes were implemented to improve efficiencies, reinforce individual accountability, and ensure the integrity of financial data. Collaboration increased through the active engagement of internal teams, working groups, and advisors, facilitating the sharing of best practices and expert guidance. These efforts supported smooth transitions through change and fostered a culture of trust, collaboration, and success across the organization.

Audit and Evaluation

In 2024–25, the Internal Audit and Evaluation Division¹² continued to support the assessment of organizational performance and results. This was achieved through various audit engagements, responses to internal requests, and active participation on internal committees. The Division also maintained its oversight of organizational risks as part of its annual risk-based audit planning exercise.

Resources required to achieve results

Table 5: Resources required to achieve results for internal services this year

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

Resource	Planned	Actual
Spending	29,773,969	40,747,653
Full-time equivalents	259	206

[The Finances section of the Infographic for the PPSC on GC Infobase](#) and the [People section of the Infographic for the PPSC on GC Infobase](#) provide complete financial and human resources information related to its program inventory.

¹² The Internal Audit and Evaluation Division is led by the Chief Audit Executive and is separate from the Corporate Services Branch. It is responsible for the following functions: Internal Audit and Evaluation and Research.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

Public Prosecution Services of Canada results for 2024–25

Table 6: Total value of contracts awarded to Indigenous businesses¹

As shown in Table 6, the PPSC awarded 9.26% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024–25 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$556,053.52
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	\$24,459,511.19
Value of exceptions approved by deputy head (C)	\$18,456,861.64
Proportion of contracts awarded to Indigenous businesses $[A/(B-C) \times 100]$	9.26%
<ul style="list-style-type: none"> - ¹“Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00. - ²For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines “Indigenous business” as either: <ul style="list-style-type: none"> o owned and operated by Elders, band and tribal councils; o registered in the Indigenous Business Directory; and o registered on a modern treaty beneficiary business list. 	

The DPP has approved the exclusion of legal agent agreements since there is no availability in this commodity with Indigenous businesses. Also, it would not be operationally feasible to cancel the fixed-term agreements the PPSC already has in place with law firms, which, if cancelled, would have a detrimental impact on supporting our core mandate of prosecuting offences and providing legal advice and assistance to law enforcement. In its 2025–26 Departmental Plan, the PPSC estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024–25. The PPSC was able to obtain a greater percentage since it had to replace additional IT equipment.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department’s actual and planned expenditures from 2022–23 to 2027–28.

Refocusing Government Spending

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

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

- 2024–25: \$ (1,766,000);
- 2025–26: \$ (1,766,000);
- 2026–27 and after: \$ (1,766,000).

During 2024–25, the PPSC worked to realize these reductions through the following measures:

- reducing travel;
- reducing professional services; and
- reducing operational expenditures.

Budgetary performance summary

Table 7: Actual three-year spending on core responsibilities and internal services (dollars)

Table 7 shows the money that the PPSC spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Prosecution Services	178,679,052	214,739,852	<ul style="list-style-type: none"> • 2022–23:169,983,645 • 2023–24:181,214,587 • 2024–25:213,502,409
Internal Services	29,773,969	44,711,367	<ul style="list-style-type: none"> • 2022–23:38,742,915 • 2023–24:41,913,178 • 2024–25:40,747,653
Total	208,453,021	259,451,219	<ul style="list-style-type: none"> • 2022–23:208,726,560 • 2023–24:223,127,765 • 2024–25:254,250,062

Analysis of the past three years of spending

The total actual expenditures net increase from 2022–23 to 2023–24 is mainly due to an increase in 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.

The Actual expenditures in 2024–25 increased due to the ratification of collective agreements.

The variance between the total authorities available and actual spending for 2024–25 of \$5.2 million stems from an operating surplus of \$4.1 million and a surplus of \$1.1 million related to the outsourcing of the collection of federal fines. From the surplus, an amount of \$4.1 million resulting from the operating budget can be spent in the next fiscal year.

The [Finances section of the Infographic for the PPSC on GC Infobase](#) offers more financial information from previous years.

Table 8: Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 shows the PPSC’s planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
Prosecution Services	195,899,339	196,129,847	196,129,847
Internal services	31,402,285	31,497,245	31,735,192
Total	227,301,597	227,627,092	227,865,039

Analysis of the next three years of spending

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 2024–25.

The Finances section [of the Infographic for the PPSC](#) on GC Infobase offers more [detailed financial information related to future years](#).

Table 9: Budgetary actual gross spending summary (dollars)

Table 9 reconciles gross planned spending with net spending for 2024–25.

Core responsibilities and internal services	2024–25 actual gross spending	2024–25 actual revenues netted against expenditures	2024–25 actual net spending (authorities used)
Prosecution Services	228,463,825	14,961,416	213,502,409
Internal services	40,840,686	93,033	40,747,653
Total	269,304,511	15,054,449	254,250,062

Analysis of budgetary actual gross spending summary

The PPSC’s revenue is primarily generated through its authority to recover amounts from other departments and for the provision of legal advice and prosecution services.

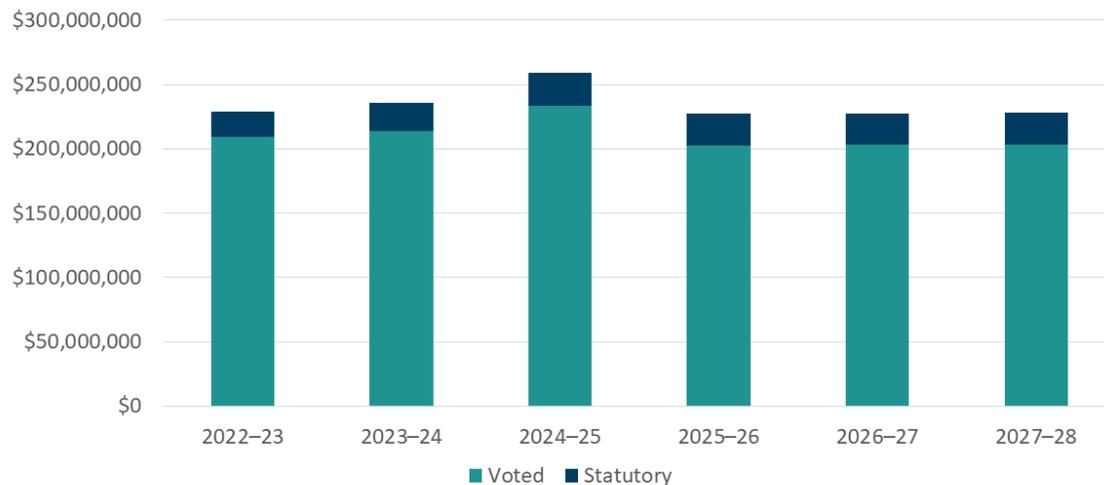
The Finances section [of the Infographic for the PPSC](#) on GC Infobase offers information on the alignment of the [PPSC’s spending with Government of Canada’s spending and activities](#).

Funding

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

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department’s approved voted and statutory funding from 2022–23 to 2027–28.



Text version of graph 1

Graph 1 includes the following information in a bar graph:

Fiscal year	Statutory	Voted	Total
2022-23	19,837,988	209,251,553	229,089,541
2023-24	21,839,159	213,711,670	235,550,829
2024-25	25,778,743	233,672,476	259,451,219
2025-26	24,532,001	202,769,596	227,301,597
2026-27	24,575,193	203,051,899	227,627,092
2027-28	24,605,640	203,259,399	227,865,039

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

Funding for 2022-23, 2023-24 and 2024-25 reflects approved funding (statutory and voted), which includes main estimates, supplementary estimates, and adjustments, warrants and transfers, as presented in the Public Accounts.

The total available authorities for the fiscal year 2024-25 amount to \$259.5 million, representing a net increase of \$23.9 million compared to the 2023-24 total available authorities of \$235.6 million.

The increase is primarily attributable to the following:

- A decrease of \$6.8 million in funding due to the sunsetting of the National Inquiry into MMIWG funding;
- A decrease of \$4.4 million in funding for contingent liability;

- An increase of \$28.5 million due to funding received for the ratification of multiple collective agreements;
- An increase of \$5.9 million in contributions to Employee Benefit Plan (EBP) adjustment; and
- An increase of \$0.7 million for funding received for vacation cash-out.

Funding for 2025–26, 2026–27, and 2027–28 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. The PPSC is anticipating a net decrease from the previous year’s total Main Estimates.

Consult the [Public Accounts of Canada](#) for further information on the PPSC’s departmental voted and statutory expenditures.

Financial statement highlights

The PPSC’s [Financial Statements Unaudited](#) for the Year Ended March 31, 2025.

Table 10: Condensed Statement of Operations unaudited for the year ended March 31, 2025 (dollars)

Table 10 summarizes the expenses and revenues for 2024–25 which net to the cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2024–25 planned results	Difference (actual results minus planned)
Total expenses	296,614,755	254,364,959	42,249,796
Total revenues	17,751,878	22,742,000	(4,990,122)
Net cost of operations before government funding and transfers	278,862,877	231,622,959	47,239,918

Analysis of expenses and revenues for 2024-25

Total expenses:

Increase of \$42.2 million (or 16.6%) in actual total expenses (\$296.6 million) compared to planned expenses (\$254.4 million) for 2024-25.

The increase can be explained by:

- Increase \$36.8 million (or 14.5%) in salary expenditures explained primarily by the ratification of new collective agreements; and
- Increase of \$5.7 million (or 2.2%) in employee benefit plan expenditures explained by the increase in salary expenditures as mentioned above.

Offset by:

- Decrease of \$0.3 million (or 0.1%) in other operating expenditures.

Total revenues:

Decrease of \$4.9 million (or 22%) in actual total revenues (\$17.8 million) compared to planned total revenues (\$22.7 million).

The decrease is explained by prosecution services rendered to other government departments and agencies (OGDAs) being lower than planned.

The 2024–25 planned results information is provided in the PPSC’s [Future-Oriented Statement of Operations and Notes 2024–25](#).

Table 11: Condensed Statement of Operations unaudited for 2023–24 and 2024–25 (dollars)
Table 11 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2023–24 actual results	Difference (2024–25 minus 2023–24)
Total expenses	296,614,755	266,008,474	30,606,281
Total revenues	17,751,878	18,019,148	(267,270)
Net cost of operations before government funding and transfers	278,862,877	247,989,326	30,873,551

Analysis of differences in expenses and revenues between 2023-24 and 2024-25
Increase of \$30.6 million (or 11.5%) in total expenses in 2024-25 (\$296.6 million) compared to 2023-24 (\$266 million).

The cumulative increase can be explained by:

- Increase of \$41 million (or 15.4%) in salary expenses due to new collective agreements being ratified; and
- Increase of \$3.2 million (or 1.2%) in contingent liability allowance since a pending case was settled and paid.

Offset by:

- Decrease of \$1.3 million (or 0.4%) in professional and special services - counsel fees due to a decrease in Crown agent billing compared to 2023-24;
- Decrease of \$1.35 million (or 0.5%) in travel and relocation costs due to a decrease in travel;
- Decrease of \$7.8 million (or 2.9%) in loss on disposal of tangible capital assets explained by the write-off of a major asset under construction in 2023-24;
- Decrease of \$2.6 million (or 1.0%) in claims and ex-gratia payments due to a case being settled and paid in 2024-25; and
- Decrease of \$0.55 million (or 0.2%) in other operating expenses.

In 2024-25, the PPSC had the following major categories of expenses:

- Salary expenses: \$221.3 million (or 74.6% of expenses);
- Professional and special services – Counsel fees: \$34.2 million (or 11.5% of expenses);
- Accommodation: \$16.9 million (or 5.6% of expenses); and
- Other categories of expenses totalizing \$24.2 million (or 8.2% of expenses).

Revenue by type:

Decrease of \$0.2 million (or 1.1%) in spendable revenues.

The total spendable revenues earned in 2024-25 were \$17.8 million compared to \$18 million in 2023-24.

In 2024-25, the PPSC had the following revenue categories:

Spendable Revenue:

- Revenue earned from the provision of advisory and prosecution services to Other Government Departments and Agencies (OGDAs): \$17.8 million (or 35.5% of revenue).

Non-spendable Revenue:

- Collection of fines, forfeitures and court costs: \$31.5 million (or 62.7% of revenue); and
- Rent from residential housing provided to employees: \$0.9 million (or 1.8% of revenue).

Table 12 Condensed Statement of Financial Position unaudited as of March 31, 2025 (dollars)

Table 12 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Total net liabilities	55,990,776	45,100,961	10,889,815
Total net financial assets	38,185,577	28,708,505	9,477,072
Departmental net debt	17,805,199	16,392,456	1,412,743
Total non-financial assets	8,098,878	8,315,916	(217,038)
Departmental net financial position	(9,706,321)	(8,076,540)	1,629,781

Analysis of department’s liabilities and assets since last fiscal year

Increase of \$10.9 million (or 24.2%) in total net liabilities in 2024-25 (\$56 million) compared to 2023-24 (\$45.1 million).

The cumulative increase can be explained by:

- Increase of \$10.1 million (or 22.4%) in accounts payable and accrued liabilities mainly due to the year-end employee benefit plan adjustment following the ratification of the new collective agreements; and
- Increase of \$0.8 million (or 1.8%) in other liabilities.

Total net financial assets:

Increase of \$9.5 million (or 33.1%) in total net financial assets in 2024-25 (\$38.2 million) compared to 2023-24 (\$28.7 million).

The cumulative increase can be explained by:

- Increase of \$10.7 million (or 37.3%) in due from Consolidated Revenue Fund mainly attributable to an increase in accounts payable as explained above.

Offset by:

- Decrease of \$1.2 million (or 4.2%) in accounts receivable and advances mainly due to a decrease in overpayments not recognized by the pay centre.

Total non-financial assets:

Decrease of \$0.2 million (or 2.4%) in 2024-25 (\$8.1 million) compared to 2023-24 (\$8.3 million).

The decrease is explained by the amortization of tangible capital assets offset by tangible capital asset purchases.

Human resources

This section presents an overview of the department's actual and planned human resources from 2022–23 to 2027–28.

Table 13: Actual human resources for core responsibilities and internal services

Table 13 shows a summary in full-time equivalents of human resources for the PPSC's core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
Prosecution Services	899	920	942
Internal services	210	214	206
Total	1,109	1,134	1,148

Analysis of human resources for the last three years

The increase in 2023–24 and 2024–25 full-time equivalents is to assist the Canada Revenue Agency in fighting tax evasion in a complex global and digital environment, to support additional DTCs across Canada as well as support Canada's efforts to improve access to justice for Indigenous peoples, including victims, offenders and families and the opening of a new office in Surrey, British Columbia.

Table 14: Human resources planning summary for core responsibilities and internal services

Table 14 shows the planned full-time equivalents for each of the PPSC's core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on the year to date.

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
Prosecution Services	905	905	905
Internal services	216	216	216
Total	1,121	1,121	1,121

Analysis of human resources for the next three years

The PPSC does not anticipate any increase in full-time equivalent from 2025–26 to 2027–28.

Supplementary information tables

The following supplementary information tables are available on the PPSC's website:

- [Gender-based Analysis Plus](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Corporate information

Departmental profile

Appropriate minister: The Honourable Sean Fraser

Institutional head: George Dolhai, Director of Public Prosecutions and Deputy Attorney General of Canada

Ministerial portfolio: Justice

Enabling instrument: [Director of Public Prosecutions Act](#)

Year of incorporation/commencement: 2006

Departmental 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](#)

Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government’s agenda as announced in the [2021 Speech from the Throne](#).

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtone)

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada’s criteria of being owned and operated by Elders, band and tribal councils, registered in the [Indigenous Business Directory](#) or registered on a modern treaty beneficiary business list.

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 a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes, or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.