

**Public Prosecution Service of  
Canada**

**2022–23**

Departmental Plan

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Minister of Justice and Attorney General of Canada

**Public Prosecution Service of Canada**

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

It is with a great deal of pride that I present the Public Prosecution Service of Canada's (PPSC) Departmental Plan. I hope that Canadians who read our plan will see that the organization is dedicated to improving its services, and to better public safety outcomes.



In many ways, 2021-22 was a year of reflection, during which we considered how to improve on how we deliver on our mandate and our interactions with the public. The result of those reflections are renewed departmental priorities. We approached the renewal of our priorities a little differently this year, wanting to get away from what can seem like an overly bureaucratic exercise, in order to put into words priorities that resonate with all of our employees. The result is a set of departmental priorities that are designed to reflect both how we manage the organization internally and how we execute our mandate.

Having received a great deal of feedback from staff over the last few years, the importance of trust cannot be understated: trust in each other, and trust of the Canadian public in our institutions and, most critically for us, in the criminal justice system. How we interact with victims, accused, the judiciary and defence counsel must serve to foster that trust; how we interact with each other within the PPSC is also a key element of how we perform, as individuals and as an institution.

Last year, the PPSC launched the Advancement Centre for Equity, Diversity, Inclusion and Accessibility (EDIA). By having an area whose sole focus is EDIA, we expect to be able to make real and lasting change, both within the organization, and in the manner in which we perform our crucial role as prosecutors. While we need to continue to foster diversity, equity, inclusion and accessibility within the PPSC, we also need to look at bettering public safety outcomes by reducing over-representation of First Nations, Métis, and Inuit persons before the courts, while continuing to improve outcomes for victims of crime, including those most vulnerable to serious violence. The work we do internally will serve to better outcomes system-wide, as we face those biases and practices that only serve to increase over-representation of marginalized groups, often based on conscious and unconscious discrimination.

The *Deskbook* is the prosecutor's most important tool. Prosecutors have broad delegated authority to make decisions, subject to following the guidelines and directives in the *Deskbook*. As a result, having a modern tool, that provides guidance on reducing over-representation and managing our biases to avoid tainting our decision-making process, is paramount. With the help of a diverse group of employees who write, review, recommend and critique the *Deskbook*, we will have an improved product by year's end.

If the pandemic has taught us anything, it's that we need to be well equipped to meet the challenges of a digital world and be able to shift on a moment's notice how we deliver on our operations. While early improvements to our technology are proving fruitful, this year we intend to make further inroads in respect of electronic disclosure. We will also be launching Amicus, our new legal case management system. Case management is crucial to having the information needed to make good business decisions in respect of our resources, and to measure our efforts in respect of reducing over-representation and unnecessary incarceration, most particularly in respect of those who suffer from substance use disorders.

In the coming year, we will also be launching renewed corporate values that reflect employees' views and our mandate. The values are not aspirational, but rather what we hope that Canadians can see when they are witness to the hard work of each and every employee of the PPSC, regardless of their job description. Departmental values should be closely tied to our mandate, but also to how we function as an organization that puts people first.

Finally, a mature, competent organization should be able to accept feedback in order to improve its services, and it should be prepared, where there is misconduct alleged within its ranks, to fully investigate the allegations and to take corrective measures. As a result, we will be launching a renewed complaints policy to encourage feedback and reporting.

While our agenda is ambitious, none of it happens without the hard work of dedicated professionals in every area of the PPSC. As always, I am thankful for their openness to have difficult and courageous discussions, to learn and to grow together.

Kathleen Roussel

Director of Public Prosecutions and  
Deputy Attorney General of Canada

## Plans at a glance

The PPSC<sup>1</sup> 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 is responsible for prosecuting drug related offences, regulatory and economic offences, terrorism offences and all criminal offences in the northern territories. It also provides high-quality legal advice to investigative agencies.

The PPSC’s mandate calls upon its entire workforce to uphold public trust and to contribute to the change necessary to support a criminal justice system that is more equitable and fair to all Canadians. In support of this, the PPSC recently identified four new organizational priorities for 2022-23 and 2023-24. Each organizational priority is an integral part of fulfilling our mandate and responding to the ever-changing realities of Canadian society.

The Advancement Centre for Equity, Diversity, Inclusion and Accessibility (EDIA), which is led by the Senior Designated Official for EDIA, has recently been established at the PPSC. It will 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. The Advancement Centre for EDIA will also collaborate with key internal and external stakeholders and support the PPSC’s actions to reduce the over-representation and systemic discrimination of historically marginalized groups in the Canadian criminal justice system.

### **Foster a culture of trust and engagement**

This priority is about fostering a culture of trust and engagement, where all PPSC employees are treated with respect, dignity, and fairness. The uncertainty of the COVID-19 pandemic continues to amplify the need for the organization to remain steadfast in its efforts in this area. This priority is also about promoting public trust in the criminal justice system by enhancing its engagement with external stakeholders and court participants.

Key activities for 2022-23 include:

- enhancing the PPSC’s engagement with Indigenous communities and organizations through developing and implementing an engagement strategy;
- continuing to offer support services to employees that are facing difficulties through the provision of the Employee Assistance Program and the Healthy Workplace Services;
- ensuring that business resumption planning continues to account for the mental health needs of employees related to the pandemic and those stemming from the Public Service Employee Survey;

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<sup>1</sup> 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.

- renewing the PPSC's mission statement and core values to reflect who we are as an organization and who we hope to become;
- continuing to work toward ensuring accountability and transparency in staffing through training for new and existing managers and ensuring that employees are knowledgeable about staffing processes and requirements; and,
- continuing to implement the PPSC's People Strategy<sup>2</sup>.

### **Advance equity, diversity, inclusion and accessibility in the workplace**

This priority is about the organization continuing to build an accessible, inclusive, diverse, and equitable workplace environment where all employees can thrive.

Key activities for 2022-23 include:

- implementing the PPSC's National EDIA action plan, which includes, among other things, addressing recommendations released in 2021-22 from a [bias-free workplace initiative](#)<sup>1</sup>;
- developing a recruitment strategy to increase representation of Métis, Inuit and First Nations persons among PPSC employees, particularly within the three territories;
- contributing to the development and implementation of the Inuit Court Worker Development Program in Nunavut;
- reviewing key staffing tools and practices to identify and address systemic barriers;
- consulting with newly formed National Employee Councils<sup>3</sup> (NEC) for guidance on policies, practices and initiatives within the PPSC; and,
- increasing the recruitment, promotion and retention of persons in the designated equity groups across all groups and levels.

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

This priority is about the PPSC continuing to contribute to the change necessary to support a criminal justice system that is more equitable and fair to all Canadians.

Key activities in 2022-23 include:

- implementing the PPSC's 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;

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<sup>2</sup> The PPSC's People Strategy outlines its framework to build agility, increase our efficiency and improve our effectiveness, and continue our efforts to create a diverse and inclusive workplace.

<sup>3</sup> The PPSC has begun establishing six National Employee Councils that represent the following groups: women, persons living with a disability, racialized persons, Black persons, Indigenous persons, and persons from the 2SLGBTQIA+ community).

- accelerating the re-evaluation all prosecutorial policies using an intersectional and reconciliatory approach to prevent PPSC policies, practices, or procedures from contributing to discrimination, systemic racism, or over-representation of certain groups in the criminal justice system;
- updating the public complaints process to make it more accessible to the public and to allow individuals directly affected by PPSC actions to file a complaint about an action, policy, practice, or procedure that may be discriminatory; and,
- continuing to educate federal prosecutors on how to incorporate GBA Plus<sup>4</sup> in their work through the delivery of PPSC’s new mandatory training: Expanding our Mindset – Applying an Intersectional Lens to Prosecutorial Work (A GBA Plus Approach).

### **Modernize the way we work**

Innovation is the way forward to building an agile workforce and a modern criminal justice system. This priority is about continuing to modernize PPSC tools and procedures, as well as prosecutorial policies and practices.

Key activities in 2022-23 include:

- concentrating departmental efforts on digital literacy and sustaining maximum user acceptance of its new systems: Amicus<sup>5</sup> and the GCdocs electronic document management system;
- developing and implementing a hybrid workplace that ensures the department maintains an equitable, long-term approach to a modern and functional workplace that will effectively support the delivery of remote and non-remote legal and administrative operations; and,
- continuing the implementation of the National Fine Recovery Program<sup>6</sup>’s (NFRP) IT investment plan to create new digital tools (i.e. online payment portal, data ingestion and automated processes, etc.) to assist with the recovery of outstanding federal fines.

For more information on the PPSC’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

<sup>4</sup> Gender Based Analysis (GBA) Plus is an analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

<sup>5</sup> Amicus is a customized, prosecution-specific legal case management system (referred to as LCMS in previous reports).

<sup>6</sup> Pursuant to section 3(3)(g) of the *Director of Public Prosecutions Act*, the PPSC is mandated to undertake the recovery of outstanding federal fines, further to an assignment by the Attorney General. The National Fine recovery Program is responsible for administering the recovery of outstanding federal fines for the PPSC.

## Core responsibilities: planned results and resources, and key risks

This section contains information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### 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 to investigative agencies.

#### Planning highlights

The PPSC is responsible for prosecuting all drug-related offenses under the *Controlled Drugs and Substances Act* (CDSA). Although we continue to handle some simple possession charges, most of our resources focus on prosecuting commercial traffickers who are sophisticated and cause serious harm through ever-increasing levels of importation, production and distribution of opioids and other substances. The PPSC will continue to monitor the application of its [Guideline<sup>ii</sup>](#) on the prosecutorial approach to the offence of possession of controlled substances, which directs prosecutors to focus on serious cases raising public safety concerns, and to otherwise pursue suitable alternative measures and diversion from the criminal justice system for simple possession cases.

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. In 2022-23, the PPSC’s National Prosecution Policy Committee will continue reviewing chapters within the *Deskbook* with an intersectional lens to ensure it contains guidance directing that prosecution decisions are made in a fair and equitable manner, and its policies are reflective of the evolution of its role and purpose. This also emphasizes the PPSC’s strong recognition of the role it plays in the criminal justice system and the impact its decisions have on racialized and marginalized communities.

In 2022-23, COVID-19 will likely continue to impact the way we conduct prosecutions. The PPSC will continue its use of digital resources, e-signatures, and e-documents for court filings, file work, and administrative operations to ensure counsel and support staff working from home have access to useful tools and support. The PPSC will also continue to collaborate in initiatives launched to enhance the modernization of the criminal justice system to support the work of prosecutors and the courts. These initiatives are directed to attempt to mitigate court delays and an increasing backlog of files awaiting court disposition, as well as address difficulties of having witnesses and counsel appearing virtually. Ultimately, many of these initiatives will be dependent upon decisions beyond the PPSC’s control, including those made by other justice system participants, court administrations and the judiciary.

### *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, random and frequent drug testing, incentives and sanctions, clinical case management, and social services support. This approach supports offenders in addressing their cycle of problematic substance use and criminal behavior, and it has been successful as a means of reducing criminal recidivism.

The statutory framework for DTCs is provided through the CDSA and the *Criminal Code*, both of which offer sentencing alternatives to incarceration for eligible offenders. The statutory framework for DTCs also states that the Attorney General must approve a DTC program. The PPSC performs this role on behalf of the Attorney General, which is part of its overall responsibility for prosecutions under the CDSA. The PPSC currently supports more than 20 DTCs across the country. In addition to regular court and administrative responsibilities, PPSC staff and legal agents who work on DTC files also play a large role in opening new DTCs. In 2022-23, the PPSC will continue to work diligently in supporting the growing demand across the country for court-supervised treatment programs provided by DTCs and other similar controlled substance programs.

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

The PPSC is accelerating its work in supporting 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). Through Budget 2021, the PPSC will receive \$23.5M over the next three years to respond to Calls for Justice 5.12, 9.2, 9.2(ii), 10.1, 16.27, 17.20 and 17.8, to improve the level of justice provided to Indigenous victims, witnesses and communities experiencing sexual violence and intimate partner violence in Yukon, the Northwest Territories and Nunavut.

The implementation of the following four initiatives began in 2021-22 and will continue into 2022-23 and 2023-24: increasing prosecutorial capacity across the three territories; creating Inuktitut-speaking Inuit paralegal positions in Nunavut; developing an engagement strategy with Indigenous communities in the three territories; and, expanding Indigenous cultural competency training for prosecution teams.

As highlighted in the MMIWG report, as part of the criminal justice system, the PPSC is currently unable to provide the full extent and continuity of support victims and witnesses

deserve throughout the court process. Additional prosecutors, Crown Witness Coordinators, paralegals and administrators across the three territories will provide prosecution teams' sufficient time and continuity on individual prosecutions to establish trust and properly prepare victims and witnesses. Supported and well-informed victims and witnesses are much more likely to engage in the court process, which in turn facilitates a more timely administration of justice. These resources will also allow for more efficient and meaningful case management; provide a more equitable distribution of work; alleviate the impact of the grueling traveling schedule and improve the work-life balance of prosecution teams.

The importance of Inuit representation and the ability for PPSC employees in Nunavut to speak in Inuktitut is highlighted in the 2018 Nunavut Inuit Labour Force Analysis, and reflected in the PPSC's Inuit employment strategy. The PPSC will create and staff four Inuktitut-speaking Inuit paralegal positions in Nunavut to better support victims and witnesses and to assist in meeting obligations under Article 23 of the *Nunavut Agreement*, as well as support the Nunavut Court of justice initiative to increase Inuit representation within the Courts.

In 2022-23, the PPSC will also develop and implement an engagement strategy to increase community-based interaction with local justice committee members and/or Elders to enable the identification of culturally appropriate and trauma-informed approaches for victims and witnesses. The engagement strategy will include conducting outreach activities to understand the needs of the diverse communities that prosecution teams serve, as well as identify how the PPSC can modify and expand upon the delivery of its responsibilities in a way that is responsive to First Nations, Métis and Inuit peoples across the three territories.

The PPSC does not currently have a sufficient number of employees who have an adequate understanding of the current realities and inter-generational trauma of Inuit, Métis and First Nations communities they serve. To address this gap, the PPSC will review and expand on its Inuit Justice Curriculum and develop training on Indigenous justice-related issues that reflect First Nations and Métis realities in 2022-23. These improvements will increase the prosecution teams' cultural competency, allow for better integration of distinctions-based considerations on individual files, and likely encourage greater participation of Indigenous victims and witnesses in the court process.

### **Gender-based analysis plus**

The PPSC is committed to contributing to the change necessary to support a criminal justice system that is more equitable and fair to all Canadians. To support this commitment, the PPSC will continue to raise awareness amongst federal prosecutors through its new mandatory training: *Expanding our Mindset – Applying an Intersectional Lens to Prosecutorial Work (A GBA Plus Approach)*. In 2022-23, this training will be adapted and extended to support the paralegal community in their role. Furthermore, the PPSC will broaden its training strategy by delivering

specialized workshops to various internal services groups aimed at building capacity for the application of GBA Plus considerations in their particular lines of work.

The PPSC’s GBA Plus Responsibility Centre will also continue to collaborate with the Advancement Centre for EDIA to promote and support various GBA Plus and EDIA initiatives, such as the development of inclusive language guidelines and other PPSC specific tools.

**Key risk(s)**

The PPSC will be implementing an updated Corporate Risk Profile (CRP) in 2022-23, which is scheduled to be completed in the winter of 2022. Progress on key risks and related mitigation strategies will be monitored and reported in the corresponding Departmental Results Report.

## Planned results for Prosecution Services

The following table shows, for Prosecution Services, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Timely and comprehensive legal advice is provided to investigative agencies. <sup>1</sup>	Percentage of respondents satisfied with the timeliness of legal advice.	Greater than or equal to 80%	March 2023	72%	Not available	Not available
	Percentage of respondents satisfied with the comprehensiveness of legal advice.	Greater than or equal to 65%	March 2023	80%	Not available	Not available
Federal prosecutions are completed in a timely manner. <sup>2</sup>	Number and percentage of cases that went to trial and resulted in a judicial stay of proceedings due to Crown delay. <sup>3</sup>	Less than 4%	March 2023	0.07%	0.03%	0.005% <sup>5</sup>
	Number and percentage of cases that went to trial and resulted in the Crown directing a stay of proceedings due to Crown delay. <sup>3</sup>	Less than 4%	March 2023	0.05%	0.05%	0.03% <sup>5</sup>
Through professionally conducted prosecution-related work, the ODPP contributes to the administration of justice.	Number and percentage of prosecutions that result in a determination on the merits of the evidence. <sup>3</sup>	Greater than or equal to 96%	March 2023	99.69%	99.78%	99.81% <sup>6</sup>
	Number and nature of judicial stays for abuse of process based on the conduct of a federal prosecutor.	0	March 2023	0	0	0
	Number and nature of successful malicious prosecution lawsuits.	0	March 2023	0	0	0
	Number and nature of substantiated complaints made pursuant to the PPSC's Complaint Policy.	0	March 2023	0	2 <sup>7</sup>	1 <sup>8</sup>

<sup>1</sup> Level of satisfaction results are taken from the PPSC Survey of Investigative Agencies Report, which is conducted every three years. Therefore, results are unavailable for 2019-20 and 2020-21.

<sup>2</sup> The percentage of stay of proceedings as a result of delays is determined by case and not by individual charges. If there are more than one stay of proceedings for a case, it is counted as one case being stayed. Stay of proceedings as a result of delays include both agent and in-house cases.

<sup>3</sup> The results presented are based on data gathered from the regions and on information extracted from the PPSC's internal database. The figures are extracted from a live system and may be subject to revision from time to time, based on changes made to the data for any particular reporting period.

<sup>4</sup> Of the 58,216 cases the PPSC worked on in 2020-21, 3 resulted in a judicial stay of proceedings due to Crown delay (based on established Jordan timelines).

<sup>5</sup> Of the 58,216 cases the PPSC worked on in 2020-21, 15 resulted in the Crown directing a stay of proceedings due to Crown delay (based on established Jordan timelines).

<sup>6</sup> 21,968 of the 22,010 cases closed in 2020-21, resulted in a determination on the merits of the evidence.

<sup>7</sup> Updated result (from 1 to 2) to reflect a late reported outcome regarding a substantiated complaint.

<sup>8</sup> 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 substantiated complaint of misconduct was addressed according to the [PPSC's Complaints Policy](#)<sup>iii</sup>.

The financial, human resources and performance information for the PPSC's program inventory is available on [GC InfoBase](#).<sup>iv</sup>

### Planned budgetary financial resources for Prosecutions Services

The following table shows, for Prosecution Services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Gross Expenditures	205,729,421	205,729,421	203,232,202	197,110,822
Revenue Credited to the Vote	-22,542,000	-22,542,000	-22,542,000	-22,542,000
Net Expenditures	183,187,421	183,187,421	180,690,202	174,568,822

Financial, human resources and performance information for the PPSC’s program inventory is available in the [GC InfoBase](#).<sup>v</sup>

### Planned human resources for Prosecution Services

The following table shows, in full time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
897	897	897

Financial, human resources and performance information for the PPSC’s program inventory is available in the [GC InfoBase](#).<sup>vi</sup>

## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

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

### Planning highlights

#### *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 2022-23, the CSB will 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 begin developing 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*

The PPSC is currently planning to staff existing vacancies for senior leaders (EX and LC) by the end of the 2021-22 fiscal year. To successfully onboard this cohort of new leaders into their role, the PPSC is piloting a Leadership Series that would support the development of key leadership skills to engage in the successful delivery of our mandate, while contributing to our organizational priorities. In 2022-23, the PPSC will build on the results of the pilot and begin developing a formal leadership development program for aspiring leaders in the organization.

In 2022-23, the PPSC will begin offering vicarious trauma training that is facilitated by a mental health professional, to its frontline employees. Vicarious trauma occurs through continuous exposure to victims of trauma and violence, when a person is required to obtain accounts of

events from victims and witnesses on a regular basis. This will provide a safe space for colleagues to share personal experiences and learn skills to cope with traumatic situations, using workplace situations to develop long-term skills that apply to all spheres of a participant's life.

Also in 2022-23, reviews of organizational structures in the regions and job classifications throughout the PPSC will be conducted to ensure fairness and equity in job levels and in how work is assigned. Specifically, the department will review and update paralegal and legal support positions, information technology positions and program administration positions.

#### *Communications*

The PPSC will launch its new intranet site, providing better access to information for all PPSC employees. Consultations were held with various groups of employees and industry experts were contracted to determine the best way to organize and present the content, so that employees can more easily and intuitively find what they are looking for. It is also moving to more modern and accessible templates (based on the Government of Canada's standard Internet templates) that will improve the intranet site's usability.

#### *Information Management and Information Technology*

With the near complete implementation of its foundational digital platforms – Amicus and GCdocs – the organization will now shift focus to post-deployment support to ensure maximum value and adoption of its new digital tools. With new systems in place that will enhance the management of corporate information and data, the organization will seek to establish a data strategy in order to support departmental operations and decision-making.

#### *National Fine Recovery Program*

In 2022-23, the National Fine Recovery Program (NFRP) will increase the number of stakeholders involved in the fine recovery process and will rely on a multiple collection agency model to undertake a portion of its recovery efforts. The NFRP will also continue developing new partnerships (i.e. credit bureaus) to gain access to information pertaining to offenders to help with recovery efforts. The NFRP is also modernizing and documenting new recovery procedures to make them more cohesive and to ensure recovery actions are fair and transparent to all Canadians.

### *Agent Affairs Program*

The Agent Affairs Program<sup>7</sup> will continue to collaborate with key stakeholders such as regional agent supervisory units and the Finance and Acquisition Directorate in reviewing the program mandate as well as roles, responsibilities and lines of accountability. It will also be developing a new process for the recording of agents' expenditures, including budget allocation and payment of invoices, as well as a new process for the recording of revenue for files that are cost-recoverable.

### *Finance and Acquisitions*

In 2022-23, the Finance and Acquisitions Directorate<sup>8</sup> (FAD) will focus on implementing a new legal services invoicing system that will align with the digital Amicus system. It will also improve data collection, analytics and reporting; formalizing a risk-based approach for procurement decision-making; and implementing a risk-based approach to payment approval. In collaboration with IM/IT, FAD will evaluate the implementation of a workflow in GCdocs for processing invoices. FAD will also advance accessible procurement by incorporating accessibility considerations in the procurement planning process and will continue to work to meet the Government of Canada's target so that at least 5% of contracts are awarded to Indigenous businesses.

### *Audit and Evaluation*

In 2022-23, the Internal Audit and Evaluation Division<sup>9</sup> will focus on delivering value-added products that support the PPSC in improving its governance, accountability, efficiency, and innovation. Internal Audit will continue to assess the risks to the organization and determine where it can best focus its resources, including new and emerging risks due to the pandemic. Evaluation work will include attention to GBA Plus and strengthening performance measurement in programs and initiatives. Monitoring will continue for any new or developing risks that would require further attention from either function.

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<sup>7</sup> 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.

<sup>8</sup> The Finance and Acquisitions Directorate is led by the Chief Financial Officer and is separate from the Corporate Services Branch (CSB).

<sup>9</sup> The Internal Audit and Evaluation Division is led by the Chief Audit Executive and is separate from the CSB.

Planned budgetary financial resources for Internal Services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Gross Expenditures	29,390,357	29,390,357	29,189,265	28,716,245
Revenue Credited to the Vote	-200,000	-200,000	-200,000	-200,000
Net Expenditure	29,190,357	29,190,357	28,989,265	28,516,245

Planned human resources for Internal Services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
222	222	222

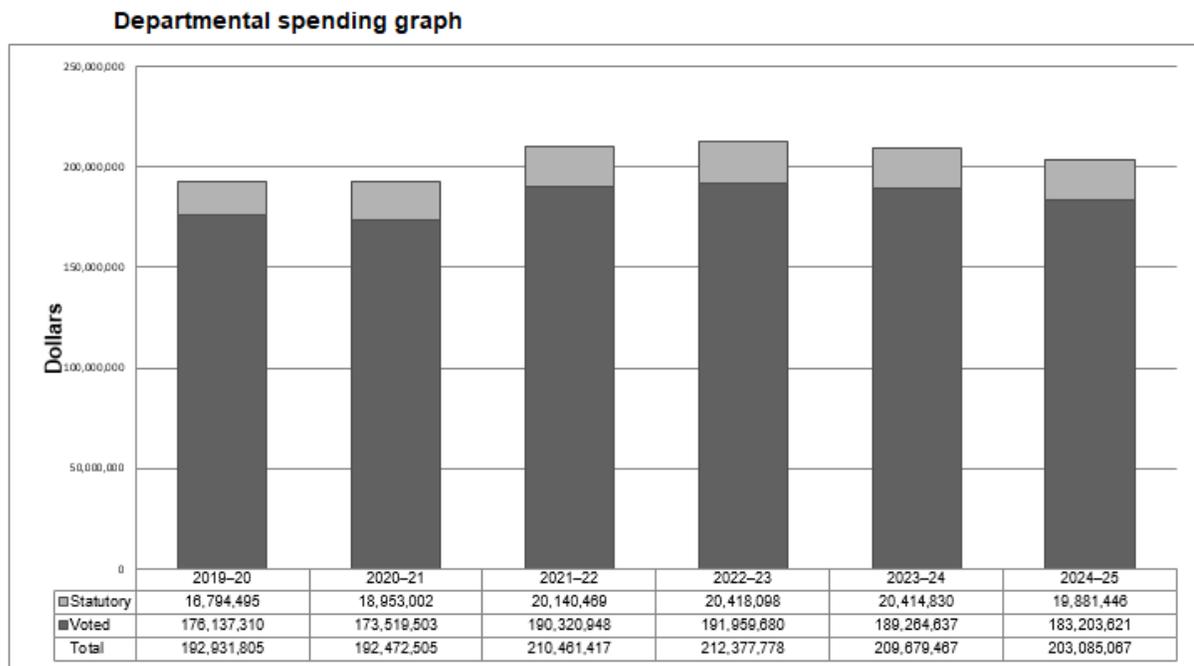
## Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

#### Departmental spending 2019–20 to 2024–25

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



1. Spending for 2019–20 and 2020–21 represents the actual expenditures incurred during the respective fiscal years, as reported in Public Accounts.
2. Forecast spending for 2021–22 reflects the authorized funding levels to the end of the fiscal year.
3. Planned spending for 2022–23, 2023–24, and 2024–25 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.

## Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the PPSC's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2019–20 expenditures	2020–21 expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Prosecution Services	166,397,709	160,356,626	171,245,266	183,187,421	183,187,421	180,690,202	174,568,822
Internal Services	26,534,096	32,115,879	39,216,151	29,190,357	29,190,357	28,989,265	28,516,245
<b>Total</b>	<b>192,931,805</b>	<b>192,472,505</b>	<b>210,461,417</b>	<b>212,377,778</b>	<b>212,377,778</b>	<b>209,679,467</b>	<b>203,085,067</b>

The planned spending for 2022-23 includes an increase in costs as part of Canada's efforts to improve access to justice for Indigenous peoples, including victims, offenders and families.

## 2022–23 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and Internal Services	2022–23 planned gross spending	2022–23 planned revenues netted against expenditures	2022–23 planned net spending
Prosecution Services	205,729,421	-22,542,000	183,187,421
Internal Services	29,390,357	-200,000	29,190,357
<b>Total</b>	<b>235,119,778</b>	<b>-22,742,000</b>	<b>212,377,778</b>

PPSC's revenue is generated from the authority to recover amounts from other departments and agencies for the provision of advisory and prosecution services.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the PPSC’s departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Prosecution Services	817	835	875	897	897	897
Internal Services	148	188	218	222	222	222
<b>Total</b>	965	1,023	1,093	1,119	1,119	1,119

The increase in 2022-23 full-time equivalents is to support Canada’s efforts to improve access to justice for Indigenous peoples, including victims, offenders and families.

## Estimates by vote

Information on the PPSC’s organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>vii</sup>

## Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the PPSC’s operations for 2021–22 to 2022–23.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending 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 to the requested authorities, are available on the [PPSC’s website](#).<sup>viii</sup>

Future-oriented Condensed statement of operations for the year ending  
March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	255,111,277	254,718,770	(392,507)
Total revenues	17,001,934	22,742,000	5,740,066
Net cost of operations before government funding and transfers	238,109,343	231,976,770	(6,132,573)

The total planned revenues will be higher in 2022-23 due to an anticipated increase in time spent on prosecution services, resulting in a projected decrease in net cost of operations.

## Corporate information

### Organizational profile

**Appropriate minister:** The Honourable David Lametti

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

**Ministerial portfolio:** Justice

**Enabling instrument:** *Director of Public Prosecutions Act*<sup>ix</sup>

**Year of incorporation / commencement:** 2006

### Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on the [PPSC’s website](#)<sup>x</sup>.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)<sup>xi</sup>.

### Operating context

Information on the PPSC’s operating context is available on the [PPSC’s website](#)<sup>xii</sup>.

## Reporting framework

The PPSC’s approved departmental results framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	Core Responsibility: Prosecution Services		Internal Services
	Departmental Result: Timely and comprehensive legal advice is provided to investigative agencies.	Indicator: Percentage of respondents satisfied with the timeliness of legal advice.	
		Indicator: Percentage of respondents satisfied with the comprehensiveness of legal advice.	
	Departmental Result: Federal prosecutions are completed in a timely manner.	Indicator: Number and percentage of cases that went to trial and resulted in a judicial stay of proceedings due to Crown delay.	
		Indicator: Number and percentage of cases that went to trial and resulted in the Crown directing a stay of proceedings due to Crown delay.	
	Departmental Result: Through professionally conducted prosecution related work, the ODPP contributes to the administration of justice.	Indicator: Number and percentage of prosecutions that result in a determination on the merits of the evidence.	
		Indicator: Number and nature of judicial stays for abuse of process based on the conduct of a federal prosecutor.	
		Indicator: Number and nature of successful malicious prosecution lawsuits.	
		Indicator: Number and nature of substantiated complaints made pursuant to the ODPP's Complaints Policy	
	Program Inventory	Program: Federal Prosecutions	

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the PPSC’s program inventory is available on [GC InfoBase](#).<sup>xiii</sup>

## Supplementary information tables

The following supplementary information tables are available on the [PPSC’s website](#)<sup>xiv</sup>:

- ▶ Reporting on Green Procurement
- ▶ Gender-based analysis plus

## 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](#).<sup>xv</sup> 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.

## Organizational contact information

### **Mailing address:**

Public Prosecution Service of Canada  
160 Elgin Street, 12<sup>th</sup> Floor  
Ottawa, Ontario K1A 0H8

### **Telephone:**

613-957-7772  
1-877-505-7772

**Fax:** 613-954-2958

**Email:** [info@ppsc.gc.ca](mailto:info@ppsc.gc.ca)

**Website(s):** [PPSC’s website](#)<sup>xvi</sup>



## 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.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing

the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

**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; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2022-23 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.

**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

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- i Biased-Free Workplace Initiative, <https://www.ppsc-sppc.gc.ca/eng/pub/bf-ep/index.html>
- ii PPSC Guideline, <https://www.ppsc-sppc.gc.ca/eng/pub/fpsd-sfpg/fps-sfp/tpd/p5/ch13.html>
- iii PPSC's Complaints Policy, <https://www.ppsc-sppc.gc.ca/eng/cmp-pln/index.html>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- viii PPSC's website, <https://www.ppsc-sppc.gc.ca/eng/bas/index.html>
- ix Director of Public Prosecutions Act, <https://laws-lois.justice.gc.ca/eng/acts/d-2.5/page-1.html>
- x PPSC's website, <https://www.ppsc-sppc.gc.ca/eng/bas/index.html><https://laws-lois.justice.gc.ca/eng/acts/d-2.5/page-1.html>
- xi Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>
- xii PPSC's website, <https://www.ppsc-sppc.gc.ca/eng/index.html>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv PPSC's website, <http://inet.ppsc-sppc.gc.ca/site/eng/publications/index.htm>
- xv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xvi PPSC's website, <https://www.ppsc-sppc.gc.ca/eng/bas/index.html><https://laws-lois.justice.gc.ca/eng/acts/d-2.5/page-1.html>