

## PUBLIC PROSECUTION SERVICE OF CANADA

### Report on Plans and Priorities

2007-2008





## Table of Contents

---

<b>Section I – Overview</b> .....	1
Message from the Attorney General of Canada .....	1
Management Representation Statement .....	3
Summary Information .....	5
<b>Section II – Analysis of Program Activities by Strategic Outcome</b> ...	11
Analysis by Program Activity .....	11
<b>Strategic Outcome: Prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest</b> .....	13
Part A: Strategic Overview - Delivering on priorities .....	13
Activity 1: Prosecution of drug, organized crime, and <i>Criminal Code</i> offences .....	13
Activity 2: Prosecution of federal offences to protect the environment, natural resources, economic and social health .....	15
Activity 3: Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada ..	16
Activity 4: Promotion of a fair and effective justice system that reflects Canadian values within a prosecutorial context ..	17
Ensuring the sustainability of the Public Prosecution Service of Canada .....	17
Part B: How we will assess our performance in support of this Strategic Outcome .....	18
<b>Section III – Supplementary Information</b> .....	19
Interim Organizational Structure .....	19
Departmental links to the Government of Canada Outcomes (for RPPs) 2007-2008 .....	20
Tables and Charts: .....	21
Table 1: Departmental Planned Spending and Full Time Equivalents .....	21
Table 2: Voted and Statutory Items in Main Estimates .....	22
Table 3: Services Received Without Charge .....	22
<b>Section IV – Other Items of Interest</b> .....	23
Managing the transition to the new Public Prosecution Service of Canada .....	23
Strengthening our workforce .....	23
Achieving excellence in managing for results, including Legal Risk Management .....	24
Contact information .....	24



# SECTION I — OVERVIEW

## Message from the Attorney General of Canada

One of Canada's New Government's commitments was to establish a new, independent federal prosecution service to prosecute criminal offences under federal jurisdiction. I am pleased to report to Parliament that this new organization, established under the authority of the *Director of Public Prosecutions Act* and launched on December 12, 2006, delivers on that commitment.

The new Public Prosecution Service of Canada (PPSC) fulfils my responsibilities as Attorney General of Canada for: the prosecution of *Criminal Code* offences for which the federal government has jurisdiction; all non-*Criminal Code* federal offences throughout the provinces; all *Criminal Code* and non-*Criminal Code* offences in the three territories; and to provide prosecution-related advice to law enforcement agencies and investigative bodies.

The PPSC has the primary functions of the former Federal Prosecution Service, in addition to new mandates for the prosecution of new fraud provisions under the *Financial Administration Act* and prosecutions under the *Canada Elections Act*.

The PPSC prosecutes criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest. In support of this strategic outcome, the PPSC is responsible for:

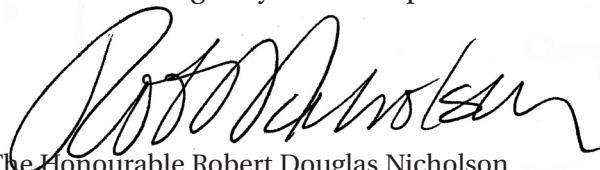
- the prosecution of drug, organized crime and *Criminal Code* offences;
- the prosecution of federal offences to protect the environment, natural resources, economic and social health;
- addressing criminal issues, in the context of prosecutions to contribute to a safer world for Canada; and
- promoting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

The PPSC will provide an annual report to Parliament in June of each year on its performance, in keeping with the Government of Canada's commitment to transparency and accountability, beginning with a report on its first six months of operation in June 2007.



The PPSC plays an important role as a national prosecution service and as an integral part of the criminal justice system. Its advisory and prosecution work touches on international, national, regional and community-level interests across Canada. The PPSC works closely with international, federal, provincial and territorial Heads of Prosecution and other key stakeholders, investigative agencies and international partners to strengthen the criminal justice system.

The dedicated people of the PPSC subscribe to a code of ethics that is shared by the International Association of Prosecutors and provincial prosecution services across Canada. I am confident that they will continue to diligently serve the public interest in their work.

A handwritten signature in black ink, appearing to read 'Robt Douglas Nicholson', written over a faint, light-colored rectangular stamp.

The Honourable Robert Douglas Nicholson  
Attorney General of Canada

## Management Representation Statement

I submit for tabling in Parliament, the 2007-2008 Report on Plans and Priorities (RPP) for the Public Prosecution Service of Canada.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the organization's strategic outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on planned spending approved by the Treasury Board Secretariat.



A handwritten signature in black ink that reads "Brian Saunders". The signature is written in a cursive style.

Brian Saunders  
Acting Director of Public Prosecutions

**Program Activity Architecture  
(PAA) Crosswalk from Old PAA to New PAA for 2007-2008 Main Estimates**

2007-2008					
(\$ millions)	Prosecution of drug, organized crime and <i>Criminal Code</i> offences (New)	Prosecution of federal offences to protect the environment, natural resources, economic and social health (New)	Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada (New)	Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context (New)	Total
B.2 Providing Prosecution Services (Old)	99.2	19.9	5.1	1.1	125.3

Under the Program Activity Architecture approved by Treasury Board ministers for the Public Prosecution Service of Canada, the Strategic Outcome for which the PPSC is responsible is to: *Prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest.* The four key program activities in support of this Strategic Outcome are described above.

The predecessor organization to the Public Prosecution Service of Canada - the Federal Prosecution Service - reported to Parliament under the Department of Justice Strategic Outcome II: *A federal government that is supported by effective and responsive legal services*, and specifically under Program Activity B. 2 Providing Prosecution Services.



## Summary Information

### Reason for Existence

The Public Prosecution Service of Canada (PPSC) is responsible for the prosecution of criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest.

The PPSC plays an integral role in the criminal justice system. Sound and effective prosecutorial advice at the investigative stage — and well planned prosecutions — promote due process and work to safeguard the rights of all those who come into contact with the criminal justice system.

### Role of the Public Prosecution Service of Canada

The PPSC undertakes key duties on behalf of the Attorney General of Canada. These key duties, to be carried out in an objective and non-partisan manner, are:

- The duty to act independently in making decisions related to criminal prosecutions.
  - This constitutional principle recognizes that decisions to prosecute, stay proceedings or launch an appeal must solely be made in accordance with legal criteria, and rest solely with the Attorney General and his or her counsel. The public interest must be taken into account, but not considerations of a partisan political nature.
- The duty to act independently in providing prosecution-related legal advice to government.
  - While prosecution-related advice to law enforcement and other federal investigative agencies will take into account the agency's legal and policy setting, the prosecutor can not be drawn into the agency's policy making and program administration such that his or her ability to provide impartial, accurate and effective legal advice is undermined.

## Benefits to Canadians

The benefits to Canadians from the activities of the PPSC include:

- Promotion of effective investigations, the rule of law, and respect for the rights of Canadians through the provision of pre-charge legal advice to investigative agencies;
- Appropriate enforcement of Canada's organized crime and drug laws through principled and independent decisions by prosecutors; and
- Confidence in the administration of justice through professionally conducted prosecutions that result in a judicial determination on the merits of the evidence.

## Financial Resources (\$ millions)

2007-2008	2008-2009	2009-2010
125.3	127.9	125.5

## Human Resources

2007-2008	2008-2009	2009-2010
724 FTE	739 FTE	725 FTE

## Planned Spending by Strategic Outcome and Supporting Program Activity (\$ millions)

Strategic Outcome:	2007-2008	2008-2009	2009-2010
<b>Prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest.</b>			
<i>Prosecution of drug, organized crime and Criminal Code offences</i>	<b>99.2</b>	102.9	101.5
<i>Prosecution of federal offences to protect the environment, natural resources, economic and social health</i>	<b>19.9</b>	19.0	18.2
<i>Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada</i>	<b>5.1</b>	5.0	4.8
<i>Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context</i>	<b>1.1</b>	1.0	1.0
<b>Total</b>	<b>125.3</b>	127.9	125.5

## Departmental Priorities

(\$ millions)	Program Activity – Expected Result	Planned Spending		
		Estimated Planned Spending 2007-2008	Estimated Planned Spending 2008-2009	Estimated Planned Spending 2009-2010
<b>Priority A</b> Prosecuting criminal offences under federal law	<b>S.O. I Program activity A.1: Prosecution of drug, organized crime and <i>Criminal Code</i> offences</b>  <i>Expected results:</i> Decisions on merit. Effective pre-charge interventions/advice			
	<b>S.O. I Program activity A.2: Prosecution of federal offences to protect the environment, natural resources, economic and social health</b>  <i>Expected results:</i> Decisions on merit. Effective pre-charge interventions/advice	124.2	126.9	124.5
	<b>S.O. I Program activity A.3: Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada</b>  <i>Expected results:</i> Decisions on merit. Effective pre-charge interventions/advice			
<b>Priority B</b> Contributing to strengthening the criminal justice system	<b>S.O. I Program activity A.4: Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context</b>  <i>Expected results:</i> Prosecutorial advice is provided to law enforcement agencies. Initiatives are undertaken with provincial and territorial heads of prosecution, and other stakeholders to improve the justice system.	1.1	1.0	1.0
<b>Priority C:</b> Addressing the Sustainability of the Public Prosecution Service of Canada	<b>S.O. I Program activities A.1 to A.4:</b>  <i>Expected results:</i> Ability of PPSC to deliver on its core mandate, and achieve the expected results of the program activities.			

## Operating Environment

The Public Prosecution Service of Canada is a small organization with 670 employees. As a national prosecution service, it provides its services through a network of offices located in every region of Canada. The majority (60%) of its employees are prosecutors. They are supported by other professionals including senior managers, paralegals, administrators, and corporate services staff. In addition, the PPSC employs the services of private sector agents in regions where it is more cost-effective than to have a sub-office or counsel on travel status, or where the demand for prosecution services exceeds available staff resources. The PPSC currently has some 250 standing agent firms across Canada, representing 810 individually appointed counsel.

The predecessor to the PPSC, the Federal Prosecution Service, worked on a total of 59,012 litigation files in 2005-2006. Of this total, 86.1% were in the program area of prosecution of drug, organized crime, and *Criminal Code* offences; 9.3% involved the prosecution of federal offences to protect the environment, natural resources, economic and social health; 1.0% addressed criminal issues related to contributing to a safer world for Canada; and the remaining 3.6% focussed on related litigation issues.

The volume does not tell the entire story. A small percentage of highly complex cases absorbs a disproportionate share of the total resources of the PPSC. By way of example, organized crime cases represented less than 2% of the litigation caseload in 2005-2006 but 24% of the litigation time of PPSC counsel. A relatively small change in the number of organized crime cases, in response to strengthened law enforcement efforts across Canada, has a disproportionate impact on the demand for prosecutorial resources. A single mega-case can absorb more prosecutorial resources than a thousand low-complexity cases.

## The PPSC Role from the Onset of the Police Investigation to Prosecution

The mandate of the PPSC is to provide prosecutorial advice and litigation support to all law enforcement agencies, and to act as prosecutor on all matters prosecuted by the Attorney General of Canada on behalf of the Crown. The PPSC prosecutes cases under federal statutes that are referred to it by federal police, other federal investigative agencies, RCMP contract police, provincial police forces and municipal police forces.

The PPSC is therefore always responding to the priorities and resources invested by these police forces. It does not control the volume of work it receives from police forces – a factor which influences the sustainability of its operations. Increased policing effort on drugs and organized crime leads to increased demands for PPSC services. Legal trends also impact on its prosecution costs.

The PPSC's prosecution-related work should be considered on the basis of a continuum rather than as a result of the institution of a specific criminal charge. Prosecution-related advice during the police investigation has become crucial to ensure that police techniques and procedures are consistent with the evolving rules of evidence and the *Canadian Charter of Rights and Freedoms'* protections. The advantage of early prosecutorial advice includes reducing the risk that operational decisions, such as those about methods of obtaining evidence, will detrimentally affect the admissibility of evidence at trial. This is particularly important with respect to highly complex cases, and the benefits of this investment have been noted in a recent evaluation of the Measures to Combat Organized Crime Initiative.

## Factors Affecting Operating Context

*Globalization:* Globalization has introduced new and powerful dangers to national and global security, notably, terrorism, organized crime, trafficking in human beings, telemarketing fraud, money laundering, and drug-trafficking. International criminal networks exploit national borders in an attempt to thwart the efforts of authorities in their battle to prevent trans-national crime. This new world reality has made it imperative for Canada to work more effectively with international partners to challenge the serious threats posed by these international criminal networks, to uphold the rule of law, and to enhance safety and security at home and abroad.

*Stand Up for Security:* The PPSC will have an important role to play in supporting the government's initiatives to reduce the level of criminal activity and strengthen the criminal justice system to protect Canadians and communities.

*Operational Trends:* There are a number of important operational trends affecting prosecution costs. These range from the rapid growth in organized crime and mega-cases, to the rapid growth in serious drug offences. The cost of prosecuting organized crime and mega-cases is far greater than simple possession drug cases, since the former types of cases often involve multiple accused and charges, complex evidence (both factually and legally), international dimensions, extensive disclosure and numerous pre-trial applications.

*Legal Trends:* Substantive law and practice trends are also important factors influencing operations. The PPSC closely monitors these trends, and develops strategies to address them with key stakeholders.

*Federal/provincial/territorial cooperation within the prosecution community:* There are shared issues and challenges faced by the federal and provincial prosecution services, which benefit from collaboration under the leadership of the federal/provincial/territorial Heads of Prosecution. This collaboration with key stakeholders in the criminal justice system is an important element of the operating context of the PPSC.

*Provision of Support Services:* At the moment, the PPSC is in very large part dependent on the Department of Justice for its administrative and corporate services. As the PPSC builds up capacity in these areas, this dependency will decrease.

# SECTION II — ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

---

## Analysis by Program Activity

### Description of Service

The Public Prosecution Service of Canada supports the Attorney General of Canada in the discharge of his criminal law mandate – in particular its work supports the priorities of prosecuting criminal offences under federal law, and contributing to strengthening the criminal justice system.

Over 50 federal statutes confer prosecution and prosecution-related responsibilities on the Attorney General of Canada; these duties are carried out by the PPSC. In all provinces except Quebec and New Brunswick, the PPSC has responsibility for the prosecution of all drug offences under the *Controlled Drug and Substances Act*, regardless of whether a federal, provincial, or municipal police agency lays the charges. In Quebec and New Brunswick, the PPSC is responsible for drug charges laid by the RCMP. In addition, in all provinces, the PPSC prosecutes violations of federal statutes such as the *Fisheries Act*, the *Income Tax Act*, the *Excise Act*, the *Customs Act*, the *Canadian Environmental Protection Act* and the *Canada Shipping Act* as well as conspiracies and attempts to violate these statutes. Pursuant to understandings with the provinces, the PPSC also prosecutes *Criminal Code* offences where drug charges are involved and are the focus of the case. In the three Territories, the PPSC is additionally responsible for prosecuting all *Criminal Code* offences.

Hence, the PPSC performs a number of key national roles. The PPSC fulfils the criminal litigation responsibilities of the Attorney General of Canada, including:

- legal advice to investigative agencies and government departments on the criminal law implications of investigations and prosecutions;
- litigation support during the investigative stage, including wiretap applications and orders to produce evidence;

- charge review and exercise of the Attorney General's discretion to prosecute;
- legal risk assessment and management, with the development of prosecution plans for the management of prosecutions of mega-cases;
- a role as prosecutor in all matters prosecuted by the Attorney General of Canada on behalf of the Crown;
- assistance to the Minister of Justice in extradition and mutual legal assistance matters; and
- a role as a centre of expertise for criminal law, national security and federal prosecution matters, and provision of policy advice in the development of amendments to federal statutes relevant to the criminal justice system.

### **Plans/Commitments**

In support of its Strategic Outcome: *Prosecution of criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest*, the PPSC will focus its efforts in the following areas in 2007-2008:

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

These, in turn, support the Government's Strategic Outcome of Safe and Secure Communities. The PPSC program activities are described in the following pages.



**Strategic Outcome: Prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest**

**Part A: Strategic Overview – Delivering on priorities**

**Program Activity 1: Prosecution of drug, organized crime and *Criminal Code* offences**

**Financial Resources (\$ millions)**

2007-2008	2008-2009	2009-2010
99.2	102.9	101.5

**Human Resources**

2007-2008	2008-2009	2009-2010
573 FTE	595 FTE	587 FTE

Under this program activity, the PPSC provides prosecution-related advice and litigation support during the police investigation, and prosecutes all drug charges under the *Controlled Drugs and Substances Act*, regardless of whether a federal, provincial or municipal police agency lays the charges, except in the case of Quebec and New Brunswick, where the PPSC prosecutes drug charges laid by the RCMP. The PPSC also under this program activity prosecutes organized crime cases, and, pursuant to understandings with the provinces, *Criminal Code* offences where they are related to drug charges and the drug aspect forms the major part of the case. In the three territories, the PPSC prosecutes all *Criminal Code*

offences. It should be noted that the operational priority for prosecution-related advice during the investigative stage is primarily on highly complex and high legal risk cases.

Within this program activity, organized crime will continue to be the substantive priority for the PPSC in 2007-2008, reflecting the priority given to this issue by the federal government, federal police and other law enforcement authorities. During 2007-2008, the PPSC will continue to implement the Intensive Prosecution Strategy for Organized Crime; continue its focus on inter-jurisdictional cooperation within the prosecutorial community, and with investigative agencies both federally, nationally and internationally; provide advice and litigation support during the investigative stage on highly complex cases; serve as prosecutor on organized crime cases prosecuted by the Attorney General of Canada; and pursue proceeds of crime. While all PPSC regional offices prosecute organized crime cases, a number of the offices are involved in highly complex and resource-intensive cases that will continue through 2007-2008 and subsequent years, and will require dedicated teams of experienced counsel.

This program activity supports the priority of prosecuting criminal offences under federal law through prosecution and prosecution-related work on a projected volume of over 50,000 litigation files in 2007-2008. The key performance indicators on which the PPSC will report to Parliament will include the litigation and advisory caseload related to this program activity, the percentage of new organized crime litigation files with pre-charge advice provided by counsel by level of complexity, and the decisions on merit based on the most serious outcome by litigation file.

## Program Activity 2: Prosecution of federal offences to protect the environment, natural resources, economic and social health

### Financial Resources (\$ millions)

2007-2008	2008-2009	2009-2010
19.9	19.0	18.2

### Human Resources

2007-2008	2008-2009	2009-2010
115 FTE	110 FTE	105 FTE

Under this program activity, the PPSC provides prosecution-related advice and litigation support to federal investigative agencies, and prosecutes federal offences under 50 statutes. These types of prosecutions are referred to as “regulatory” prosecutions in the section of this report describing how we will assess our performance in support of the PPSC Strategic Outcome. Examples of these types of offences include: environmental offences under the *Canadian Environmental Protection Act*, revenue offences under the *Income Tax Act*, and offences under the *Fisheries Act*. As well, the PPSC provides advice on and prosecutes complex capital market fraud cases. Specialized teams of prosecutors are dedicated to prosecutions where a specialized knowledge of legislation is required. By way of example, the Atlantic Regional Office has a dedicated team of counsel devoted full time to prosecuting fisheries offences. The Toronto, Montreal and Vancouver offices dedicate resources to economic crimes prosecutions. And, in the highly specialized area of the *Competition Act*, a small group of PPSC prosecutors are dedicated to this work.

This program activity supports the prosecution of criminal offences under federal law and prosecution-related work with a projected volume of over 5,000 litigation files in 2007-2008. The key performance indicators on which the PPSC will report to Parliament will include litigation and advisory caseload related to this program activity, the percentage of new litigation files with pre-charge advice provided by counsel by level of complexity, and the decisions on merit based on the most serious outcome by litigation file.

### Program Activity 3: Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada

#### Financial Resources (\$ millions)

2007-2008	2008-2009	2009-2010
5.1	5.0	4.8

#### Human Resources

2007-2008	2008-2009	2009-2010
30 FTE	29 FTE	28 FTE

Under this program activity, the PPSC prosecutes offences under such federal statutes as the *Proceeds of Crime (Money Laundering) Terrorist Financing Act*, *Customs Act*, *Excise Act*, and the *Excise Tax Act* to combat trans-national crime and terrorism. As well, the PPSC may provide counsel to assist in the execution of extradition and mutual legal assistance requests before Canadian courts under the *Extradition Act*, and the *Mutual Legal Assistance in Criminal Matters Act*.

While this program activity is expected to involve a small number of cases, some of these cases are resource intensive. The key performance indicators on which the PPSC will report to Parliament include litigation and advisory caseload related to this program activity, the percentage of new litigation files with pre-charge advice provided by counsel by level of complexity, and the decisions on merit based on the most serious outcome by litigation file. It should be noted that in some cases these files can last many years before the decision on merit is reached by the Court, and consequently, the timing for reporting on some of the performance indicators may be delayed until the judicial proceedings are completed.

### **Program Activity 4: Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context**

#### **Financial Resources (\$ millions)**

<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
1.1	1.0	1.0

#### **Human Resources**

<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
6 FTE	6 FTE	6 FTE

Under this program activity, the PPSC contributes to the government priority of strengthening the criminal justice system across Canada and improving its efficiency by providing legal training to police, and by promoting federal/provincial/territorial cooperation within the prosecution community on shared issues.

The expected results include prosecutorial advice provided to law enforcement agencies, and initiatives undertaken with provincial and territorial heads of prosecution and other stakeholders to improve the justice system.

#### **Ensuring the sustainability of the Public Prosecution Service of Canada**

Over time, the workload of the predecessor organization, the Federal Prosecution Service, had increased in response to changes in the level of police resources; new priorities; and revised operational strategies. The growth in the caseload handled by PPSC counsel, particularly of organized crime cases and mega-cases, and the rising costs of cases, have strained the PPSC's capacity to deliver on its mandate.

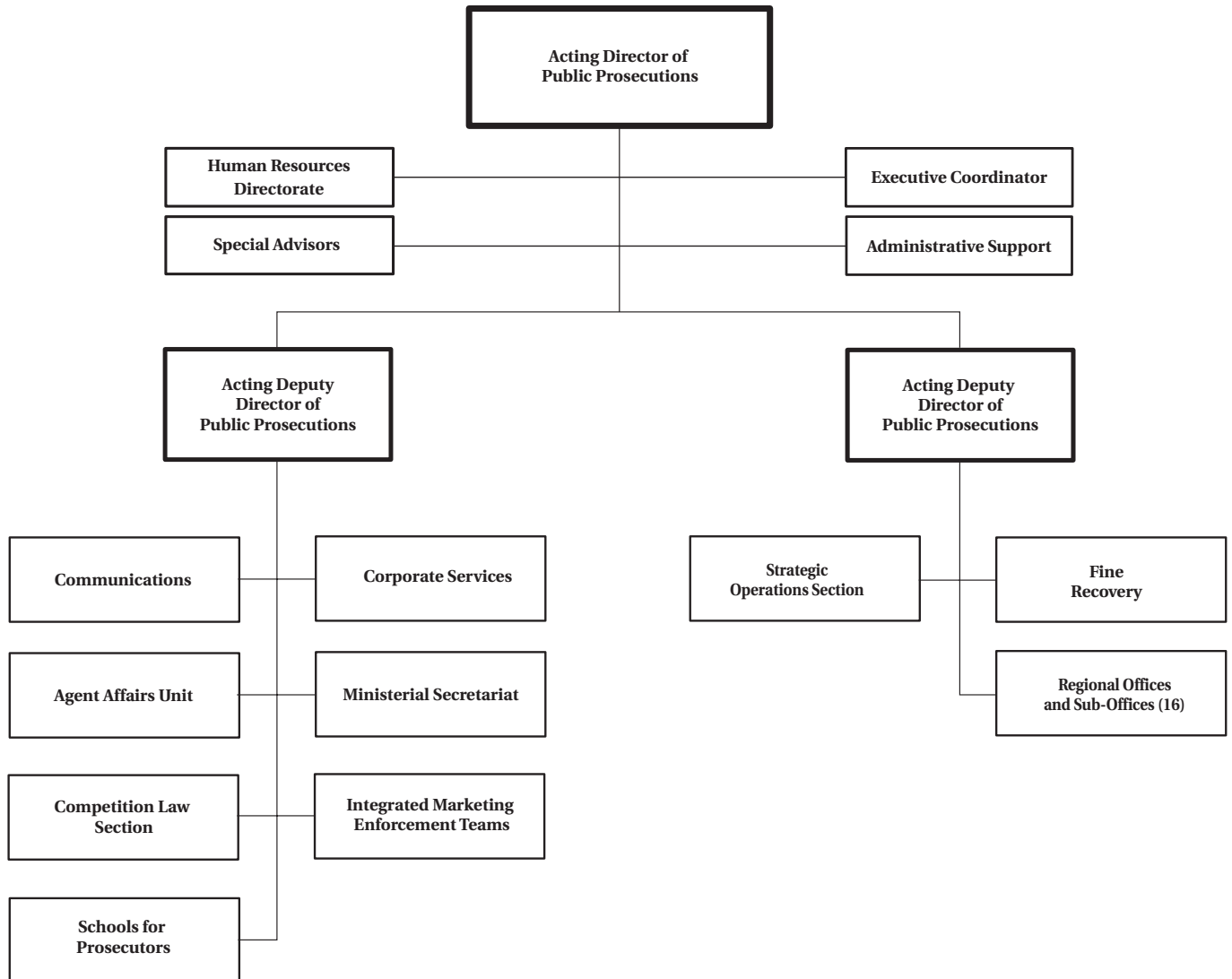
## Part B: How we will assess our performance in support of this Strategic Outcome

The following table shows the indicators that will be used to assess performance in the delivery of prosecution services over the reporting period in relation to the program activities described in the preceding sections. As well, it includes performance indicators and measures in relation to achieving excellence in managing for results, including legal risk management, referred to in Section IV of this report.

Elements	Indicators	Measures	Data collection
Effective management of PPSC caseload	Caseload	Number of new litigation and advisory files that were opened in the fiscal year, plus carry-over files i.e. files opened in previous fiscal years against which time was recorded in the new fiscal year, for: <ul style="list-style-type: none"> <li>• Drug</li> <li>• Organized crime and money laundering</li> <li>• <i>Criminal Code</i> offences</li> <li>• Extradition and mutual legal assistance</li> <li>• Immigration law</li> <li>• Public safety and anti-terrorism</li> <li>• Regulatory prosecution</li> </ul>	iCase file management system
	Complexity of caseload	Breakdown of the volume of work by complexity i.e. low, moderate, high, and mega-case complexity	iCase file management system
Effective pre-charge interventions/advice	New files where pre-charge advice provided	Percentage of new files where pre-charge advice provided by level of complexity, for: <ul style="list-style-type: none"> <li>• Organized crime</li> <li>• Public safety and anti-terrorism</li> <li>• Regulatory prosecutions</li> </ul>	iCase file management system
Effective Prosecutions	Outcome of cases decided on merit	Percentage of cases decided on merit: <ul style="list-style-type: none"> <li>• Guilty pleas</li> <li>• Guilty plea to lesser offence</li> <li>• Conviction</li> <li>• Conviction of a lesser offence</li> </ul>	iCase file management system
Achieving excellence in managing for results, including legal risk management	Legal risks are identified and managed	Target of 97% of in-house counsel litigation cases are assessed and coded for legal risk	iCase file management system
	Legal and non-legal trends are monitored	Semi-annual PPSC legal trends reports produced	PPSC
	Improved PPSC data quality	95% completion of key data for new litigation files opened and files closed during the fiscal year, for in-house counsel files	iCase file management system
	Improved ability to report to Parliament	Annual Report to Parliament in June of each year, providing statistics on PPSC MRRS indicators for 2007-2008 and subsequent years	PPSC

# SECTION III — SUPPLEMENTARY INFORMATION

## Interim Organizational Structure



### Departmental links to the Government of Canada Outcomes (for RPPs) 2007-2008

(\$ millions)	Budgetary				Non-Budgetary				Adjustments (planned spending not in Main Estimates	Total Planned Spending	
	Operating	Capital	Grants	Contributions and Other Transfer Payments	Gross	Respendable Revenue	Net	Loans, Investments and Advances			Total Main Estimates
<b>Strategic Outcome:</b> Prosecute criminal offences under federal law in a manner that is independent of any improper influence and respects the public interest.											
Prosecution of drug, organized crime and <i>Criminal Code</i> offences	75.7				75.7		75.7		75.7	23.5	99.2
Prosecution of federal offences to protect the environment, natural resources, economic and social health	28.9				28.9	11.3	17.6		17.6	2.3	19.9
Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada	4.3				4.3		4.3		4.3	0.8	5.1
Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context	0.9				0.9		0.9		0.9	0.2	1.1
<b>Total</b>	<b>109.8</b>				<b>109.8</b>	<b>11.3</b>	<b>98.5</b>		<b>98.5</b>	<b>26.8</b>	<b>125.3</b>



**Table 1: Departmental Planned Spending Table and Full-time Equivalents**

(\$ millions)	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
<b>Prosecution of drug, organized crime and <i>Criminal Code</i> offences</b>	0	75.7	77.3	77.3
<b>Prosecution of federal offences to protect the environment, natural resources, economic and social health</b>	0	17.6	12.5	12.5
<b>Addressing criminal issues, in the context of prosecutions, to contribute to a safer world for Canada</b>	0	4.3	4.4	4.4
<b>Promoting a fair and effective justice system that reflects Canadian values within a prosecutorial context</b>	0	0.9	0.9	0.9
<b>Sub-Total</b>	0	98.5	95.1	95.1
Net Voted Revenue	0	11.3	11.3	11.3
<b>Sub-Total</b>	0	109.8	106.4	106.4
Less Net Voted Revenue	0	-11.3	-11.3	-11.3
<b>Total Main Estimates</b>	0	98.5	95.1	95.1
Adjustments				
Supplementary Estimates				
Strengthening enforcement budget	0	0	4.7	4.7
Additional police officers	0	9.0	14.7	17.9
Other - Federal Accountability Action Plan				
Permanent transition costs	0	7.8	7.8	7.8
One time transition costs	0	10.0	5.6	0
<i>Total Adjustments</i>	0	26.8	32.8	30.4
<b>Total Planned Spending</b>	0	125.3	127.9	125.5
Total Planned Spending				
Plus: Cost of services received without charge	0	9.5	9.5	9.5
<b>Total Departmental Spending</b>	0	134.8	137.4	135.0
<b>Full-time Equivalents</b>	0	724	739	725

**Table 2: Voted and Statutory Items listed in Main Estimates**

(\$ millions)			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2007-2008 Main Estimates	2006-2007 Main Estimates
35	Program expenditures	86.3	0
(S)	Contributions to employee benefit plans	12.2	0
	<b>Total Department or Agency</b>	<b>98.5</b>	<b>0</b>

**Table 3: Services Received Without Charge**

(\$ millions)		2007-2008
Accommodation provided by Public Works and Government Services Canada		9.4
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)		0.1
Salary and associated expenditures of legal services provided by the Department of Justice Canada		
<b>Total 2007-2008 Services received without charge</b>		<b>9.5</b>

## SECTION IV — OTHER ITEMS OF INTEREST

---

### **Managing the transition to the Public Prosecution Service of Canada**

The work in managing the transition to the PPSC commenced in 2006-2007 and will continue in 2007-2008. The key phases of this work are:

- 1) Prior to the coming into force of the *Federal Accountability Act* on December 12, 2006, planning and preparation of the corporate and business needs of the PPSC;
- 2) From December 12, 2006 to March 31, 2007, creation of the PPSC and start-up activities using corporate and administrative services of the Department of Justice; and
- 3) From March 31, 2007 to June 2008, establishment of the PPSC as an independent, accountable organization, with its own corporate and administrative services.

The first phase is now completed, and dealt with: a) identifying and resolving key governance and organizational design and legal issues; b) advising external stakeholders; c) fact-finding on lessons learned from other departments on the launch of new departments; d) analysis and costing of options for resource transfers from Department of Justice Canada to the PPSC; e) starting the recruitment of key new corporate managers for the PPSC; and f) seeking Treasury Board approval for the Program Activity Architecture of the PPSC. The second and third phases of the transition are ongoing.

### **Strengthening our workforce**

The PPSC has a unique and exciting challenge ahead of it with respect to our workforce given our recent creation with the passage of the *Federal Accountability Act* on December 12, 2006.

The PPSC will build on the strength and capacity of its current workforce to deliver on its mandate but will also strive to create an organizational culture that is supportive to staff and regarded as a rewarding collaboration between management and its employees.

Given our association with Justice Canada, we are able to adopt and implement Human Resources policies and practices that have a proven track record and, in particular, immediately implement those related to employment equity which have been cited as a model for the Public Service. We already have highly detailed demographic studies and data regarding the resources in our organization which will allow us to plan with accurate data and analysis. The policies, programs and studies will inform our human resources planning activities and allow us to integrate our human resources strategies with our business goals.

The PPSC senior management team will focus on plans and strategies to engage, recruit, retain, train and develop our resources in order to respond to demographic shifts in our workforce. We will develop and encourage a culture of learning combined with succession planning and targeted recruitment to revitalize and secure a talented and committed workforce. We will promote learning plans for each employee and ensure a comprehensive performance feedback and review exercise as part of PPSC senior management core commitments. Our management priorities and efforts will be strongly supported by the Management Accountability Framework.

### **Achieving excellence in managing for results, including Legal Risk Management**

As part of the PPSC's performance management approach to our core business and to strengthen performance reporting, in 2007-2008 the PPSC Management Board will build on the strategic and operational business planning and the legal risk management initiated in 2005-2006, and strengthened in 2006-2007, to improve the reports available to PPSC managers for performance management from the iCase file management system, and continue its work to strengthen PPSC performance measures and related data quality.

### **Contact information**

PPSC Enquiries:

Telephone: 613-957-6489

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