



SUSTAINABLE DEVELOPMENT STRATEGY: REVISION 2003

# Maintenance of a just, peaceful and safe society



[http://www.csc-scc.gc.ca/text/public\\_e.shtml](http://www.csc-scc.gc.ca/text/public_e.shtml)

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# Foreword

On December 12, 2003, the Prime Minister announced changes to the Canadian Ministry which included the creation of a new Ministry of Public Safety and Emergency Preparedness responsible for, within a single portfolio:

- the former Solicitor General Canada portfolio\*,
- the Office of Critical Infrastructure Protection and Emergency Preparedness,
- the National Crime Prevention Centre, and
- the new Canada Border Services Agency.

At the time of the completion of the third Sustainable Development Strategy by the former Department of Solicitor General Canada, the activities and processes required to create and recognize the new Department of Public Safety and Emergency Preparedness were only just underway.

As such, the new Department of Public Safety and Emergency Preparedness will table its first Sustainable Development Strategy in 2006. In the interim, the Sustainable Development Strategy of the former Department of Solicitor General Canada is being tabled. Progress towards the goals and targets will be assessed and reported via the new Department's annual Performance Report and Report on Plans and Priorities.

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\* The former Department of the Solicitor General, Royal Canadian Mounted Police (RCMP), Canadian Security Intelligence Service, Correctional Service of Canada, National Parole Board, Canada Firearms Centre, RCMP External Review Committee, Commission for Public Complaints Against the RCMP and Office of the Correctional Investigator.



# Commissioner's Message

Sustainable Development is a government priority and a priority for society. Sustainable Development has been enshrined in law and is taking on an increasingly prominent position in policy and operations across the Federal Government.

Sustainable Development is an approach to organizing our society so it can meet the needs of our citizens, now and in the future. It does not just mean implementation of an environmental protection program. It means considering the biophysical and socio-economic implications of everything we do.

The tabling in Parliament of the Correctional Service of Canada's first Sustainable Development Strategy in 1997 marked the beginning of our participation in a formal planning and reporting process to implement sustainable development throughout the federal government. Recognizing the uniqueness of our operations, we, as an agency within the Ministry of the Solicitor General, voluntarily developed and implemented two Sustainable Development Strategies over the past six years. Although we continue to submit our own strategy separate from that of the Department or other agencies within the Ministry, we have begun the process of integrating our approach with those of the Secretariat of the Solicitor General, the RCMP and other federal government departments.

I am pleased to say that we have confirmed our priorities, and we are on track toward achieving outcomes that will be important to Canadians. As we continue to refine and implement our plans, I count on our staff to work with our partners and other stakeholders to help bring about improvements in our quality of life and the sustainability of our society, and to sensitize offenders in their role in environmental issues.

Lucie McClung,  
Commissioner

# Executive Summary

Correctional Service Canada (CSC), along with 27 other federal departments and agencies, published its first Sustainable Development Strategy (SDS) in 1997, with a revision in 2000. This is CSC's second SDS revision and, effectively, the Agency's third presentation. In it, we broaden our understanding of sustainable development (SD) as a concept, assess our progress to date and outline what we intend to achieve in the coming years. In the next three years, we will continue our efforts toward SD, at which point we will update the strategy again.

We understand SD to mean reaching a state where people's basic needs are met and where they have the safety and sense of belonging that facilitate self-fulfillment and the exercise of compassion. This will require us to conduct our activities in a way that will enable the environment to provide for our needs without degrading it or depleting Canada or the world's resources.

So far we have had three priorities: protection of our atmosphere, our water and our resources, both physical and human. We have begun to collect background data on our environmental impacts and have found the process challenging. We have made some progress on limiting pollution and resource consumption, albeit with various levels of performance from site to site. The task of achieving the SDS 2000 targets has had to compete with new external pressures (Treasury Board policies and priorities on contaminated sites, petroleum storage tank compliance and new regulatory reporting requirements on various environmental issues) thus preventing us from fully meeting some targets. However, we did gain considerable experience and knowledge in the process.

In this SDS, *Revision 2003*, we expanded our efforts to involve more stakeholders in our planning. We encouraged participation from across CSC, held consultations with partners in the portfolio of the Solicitor General (the Department itself and the Royal Canadian Mounted Police) and participated in consultations with other departments (such as Justice Canada, National Defence and Citizenship and Immigration Canada) to better coordinate our collective efforts as co-participants in Canada's social safety agenda. In future SDSs we will be able to integrate our planning more closely with such organizations.

The focus of CSC's mandate is to contribute to a just, peaceful and safe society by care and custody of inmates, as well as the rehabilitation and reintegration of offenders into the community. To carry out its mandate, CSC operates penitentiaries and parole offices.

The sustainable development issues facing CSC are essentially unchanged from 2000. No major new environmental problems have appeared on a global or national scale. There have been no significant changes in the scale and nature of CSC operations.

For *Revision 2000*, CSC has three environmental goals: protection of the atmosphere, protection of the hydrosphere and maintenance of natural resources. Under these goals are a total of nine targets (three under each goal) concerning: carbon dioxide emissions, nitrogen oxide emissions, emissions of volatile organic compounds, leachate and runoff from contaminated sites, effluent from farm operations, sewage discharges and leaks, water reduction, solid waste reduction, and environmental awareness among inmates.

We have set out action plans that we hope will allow us to reach our goals. These action plans involve refining our baselines, finding alternatives and implementing changes (such as equipment replacement, retrofitting, remediation, upgrading, installation and process revision).

For each target, measuring our performance will be straightforward, for we have carefully chosen targets that are measurable. We will continue to bring into operation data management systems that will allow us to store, retrieve and manipulate our data, and then make decisions about how to improve our performance.





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# Introduction

*In this section, we review the process that has led to the publication of the strategy and that will take us forward into the coming years.*

In 1997, Correctional Service Canada (CSC) began its formal course toward sustainable development (SD) by building on environmental management programs it had put in place in the early 1990s. The new course was begun under the Government of Canada's legal framework for SD planning, which was enshrined in the *Auditor General Act* as amended in 1995. Specified federal departments and agencies were required by law to publish Sustainable Development Strategies (SDSs) that showed what they intended to achieve and how they would fulfill their commitments. In 1995, the Government of Canada published instructions on how to prepare an SDS in *A Guide to Green Government*. In line with the Treasury Board policy on *Results for Canadians*, achievements are to be monitored and reported to Parliament.<sup>1</sup> The Office of the Commissioner of the Environment and Sustainable Development (CESD) was put in place to audit the performance of each department and agency.

*SDS 1997* dealt with both management activities and specific end-points. We later found we had difficulty dealing with all the general commitments we had made and we had limited capability to measure progress.

The first revision of CSC's SDS was completed in 2000. In *Revision 2000* we reduced the number of targets we set and refocused our attention on key end-points that we believed were important to achieve, each with an associated action plan. As discussed later in this document, we found we still had difficulty measuring progress and implementing changes that would bring about measurable results.

This document, *Revision 2003*, presents our second comprehensive assessment of progress and a refocusing of our efforts. In it we show what has worked well, where improvements are appropriate and how we intend to do things differently to bring about the results we know will make important contributions to sustainable development.

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1. Treasury Board of Canada. 2000. *Results for Canadians 2000*. Ottawa.

# Understanding Sustainable Development within CSC

*In this section, we explain the history of sustainable development and what is required of CSC to respond to evolving requirements to plan for a sustainable society.*

## GLOBAL CONTEXT

In Canada, as early as 1867, Prime Minister John A. Macdonald deplored the loss of large trees in the forests of eastern Canada, and in 1915, the Canadian Conservation Commission mentioned that, “each generation is entitled to the interest on the natural capital, but the principal should be handed on unimpaired.”<sup>2</sup>

On the world stage, in 1968, the United Nations Educational, Scientific and Cultural Organization (UNESCO) held an International Conference for Rational Use and Conservation of the Biosphere that is often cited as a pioneering effort that sparked worldwide debate on SD, or “ecodevelopment” as it was sometimes known. In 1972, the United Nations Conference on the Human Environment (UNCHE) in Stockholm discussed quality of life and intergenerational equity, and initiated the evolution of “sustainable society” as something that we might all aspire to create, for the alternative appeared to be a world in which limits to growth would lead to social collapse.

After the UNCHE conference, the United Nations asked Dr. Gro Harlem Brundtland to address how the world community could develop a shared understanding of SD, and to develop a long-term strategy for its achievement from year 2000 onward. In 1987, the Brundtland Commission published its report, *Our Common Future*, stating: “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Other definitions given in *Our Common Future* included:

- **Development** – The satisfaction of human needs and aspirations is the major objective of development (essential needs such as food, clothing, shelter, jobs and beyond, people have legitimate aspirations for an improved quality of life) (p. 43).
- **Sustainable development** – A process of change in which the exploitation of resources, the direction of investments, the orientation of technology development, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations (p. 46).
- **Sustainability** – Requires views of human needs and well-being that incorporate such non-economic variables as education and health enjoyed for their own sake, clean air and water and the protection of natural beauty (p. 53).

The 1992 United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro (also known as the Earth Summit) accepted SD as a common goal of human development on behalf of more than 160 countries attending the event. Ten years later, the World Summit on Sustainable Development in Johannesburg resulted in a declaration of SD, a focused plan for implementation and

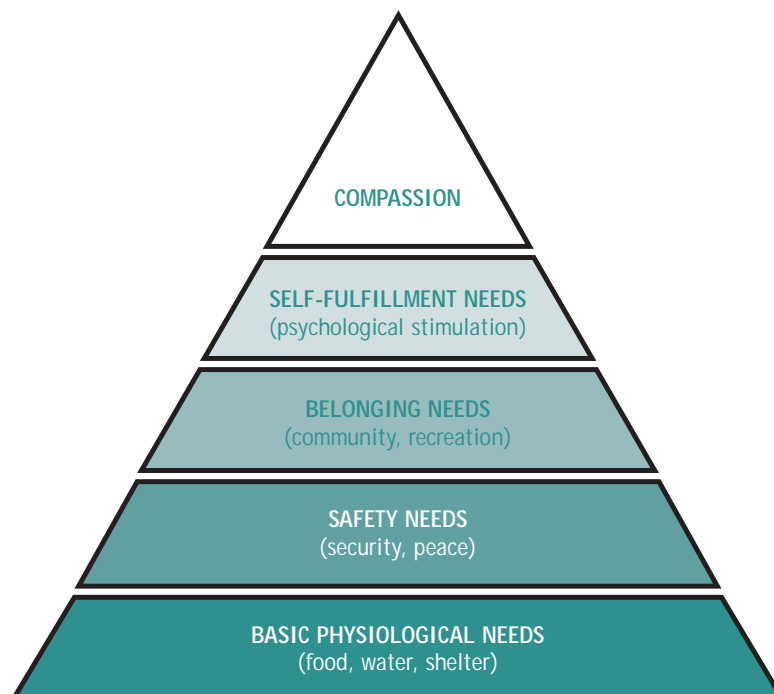
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2. Roseland, Mark. 1992. *Toward Sustainable Communities: A resource book for municipal and local governments*. National Roundtable on the Environment and Economy.

solutions to realize Agenda 21.<sup>3</sup> Agenda 21, originally set out in the 1992 Earth Summit, focused on development within the context of conservation rather than preservation of our environments and natural resources.

We have now had almost a century of discussion, yet there is no consensus on what is supposed to be sustained in “sustainable development” and, what exactly is “development” in this context. However, we can now see that, as the human population approaches 6.5 billion, we need to exercise self-control over our levels of material and energy consumption so that there is enough for all of us, as well as for those who will come after us – this is the equivalent of living off the interest from our natural resources without depleting our natural capital. One major assumption underlies our definition: satisfaction of basic needs provides the stability for fulfilling higher needs (Figure 1).<sup>4</sup> Meeting basic needs enables us to proceed toward a society in which people have the safety and sense of belonging that facilitates self-fulfillment and the exercise of compassion.

**FIGURE 1**  
Human Needs Hierarchy



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3. Agenda 21. From the WWW, September 2003.  
<http://www.un.org/esa/sustdev/documents/agenda21/english/agenda21toc.htm>

4. Adapted from Maslow's hierarchy of needs. From the WWW, September 2003  
[http://www.sad17.k12.me.us/teachers/bburns/com/documents/human\\_nature/maslow.html](http://www.sad17.k12.me.us/teachers/bburns/com/documents/human_nature/maslow.html)

## THE FEDERAL GOVERNMENT SETTING

There is currently no single set of SD priorities that all federal departments share. The role that individual departments are expected to play and how their strategies should contribute to a government-wide SD agenda are open to debate. The federal Interdepartmental Network on Sustainable Development Strategies (INSDS) is working towards an overall vision of what our country would look like in 20 years from the perspective of SD. In advance of that vision, CSC has continued to set its priorities in relation to our mandate and operations. At CSC, we provide care and custody of federal prisoners, and focus on their rehabilitation and reintegration into the community as law-abiding citizens, through the provision of programs in penitentiaries and in the community. CSC's involvement in the criminal justice process is limited to adult offenders with sentences of two years or more. CSC operates various facilities and runs a variety of programs. Our physical plant operations entail environmental impacts and our rehabilitation programs offer opportunities for offenders to contribute to sustainable development, particularly after their release.

We attempted to broaden our planning horizon in this SDS by looking at our role in relation to the roles of other departments. The cost of crime in Canada is estimated to be \$46 billion per year if one takes into account longer term costs such as lost productivity.<sup>5</sup> This is not to mention the unquantifiable costs of pain and suffering of victims and others and the fact that people feel unsafe. The ripple effects of crime extend to all sectors of society, including health, social services, education, labour and employment.<sup>6</sup> To combat crime, the Government of Canada has many departments and agencies that contribute to law and order, including CSC, the Solicitor General of Canada, RCMP, Justice Canada, National Defence and Citizenship and Immigration Canada. These other departments and agencies are our partners.

The foundations of the Government of Canada's *National Crime Prevention Strategy* (NCPS) have been built on a social development approach. Simply stated, policy and programs to reduce crime and victimization aim to address the root causes of criminal behaviour. Departments with a safety and security mandate are sharing the \$273 million allocated over four years (2001-2005) under the NCPS to assist in the delivery of programs to address risk factors in people's lives such as physical and psychological violence, poor parenting, and drug and alcohol abuse.

The Solicitor General's portfolio is charged with the responsibility of planning, coordinating and implementing the Government of Canada's national security policies and programs. The Department of the Solicitor General itself provides policy advice and support to the Solicitor General on all aspects of the national public safety agenda. The other portfolio members contribute to the overall National Strategy objectives and priorities. From an SD perspective, the RCMP has a major role in helping communities identify their safety and security needs, and develop the appropriate financial, human and intellectual resources needed to address the causes of crime. Communities who understand their own needs and capabilities appear to understand more readily the connection between crime and social problems. They are also more likely to employ more effective processes to turn private concerns into public community-wide issues, a necessary part of creating cohesion in communities.

As well, the Department of Justice works to ensure that Canada is a just and law-abiding society. It focuses on the accessibility, efficiency and fairness of the system of justice, one which respects the rights and freedoms of all under the law and the Constitution.

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5. National Strategy on Community Safety and Crime Prevention from the WWW, September, 2003.

[http://canada.justice.gc.ca/en/news/nr/2001/doc\\_27386.html](http://canada.justice.gc.ca/en/news/nr/2001/doc_27386.html)

6. Ibid.

# Correctional Service Profile

*This section contains a summary of what CSC does and how we do it.*

CSC is an integral part of the Canadian criminal justice system which includes legislation and regulations, law enforcement agencies, the courts and penal institutions. The Agency is part of the portfolio of the Solicitor General. The portfolio also includes the Department of the Solicitor General, the Royal Canadian Mounted Police (RCMP), the National Parole Board, the Canadian Security Intelligence Service, the Office of the Correctional Investigator, the Commission for Public Complaints Against the RCMP and the RCMP External Review Committee.

CSC contributes to the protection of society by actively encouraging and assisting offenders sentenced to imprisonment for two years or more to become law-abiding citizens while exercising reasonable, safe, secure and humane control over them. The Agency contributes to the maintenance of a just, peaceful and safe society by care and custody of inmates, as well as rehabilitation and reintegration of offenders into the community. In pursuing its mission, CSC must deal with various constraints as it engages in operations that have both biophysical and socio-economic consequences (see Figure 2).

The level of crime in Canada significantly influences the quality of life of the country's citizens and the sustainability of its society. Were crime to become commonplace, the levels of stress suffered by Canadians might increase, and their health and longevity could suffer. CSC plays a major role in helping offenders to be rehabilitated and preparing them to lead productive, crime-free lives after release. In fact, the crime rate in Canada has decreased in relation to violent crime.

CSC operates:<sup>7</sup>

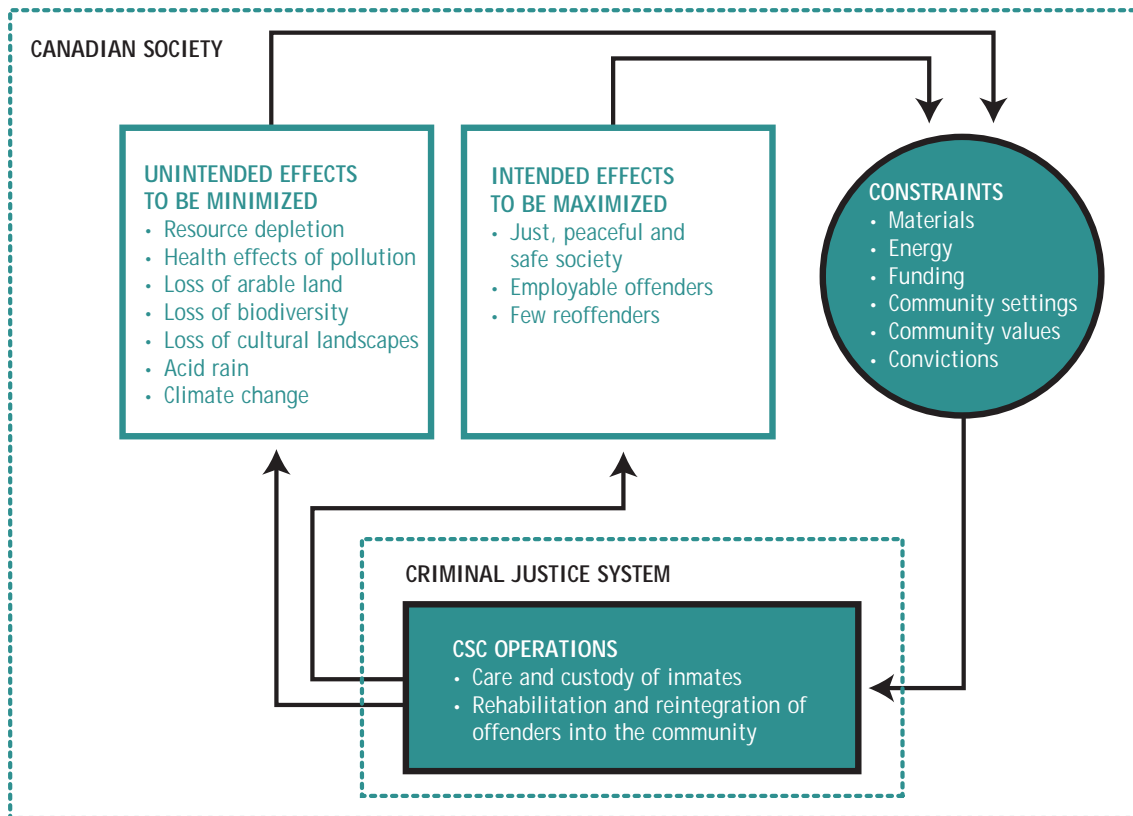
- 52 penitentiaries,
- 17 community correctional centres,
- 71 parole offices,
- 175 halfway houses (operated under contract by nongovernmental organizations), and
- one national and five regional headquarters.

At 31 of the facilities, a Special Operating Agency of CSC called CORCAN operates farming, textiles, manufacturing, construction and service businesses that employ inmates and prepare them to take up positions in the regular workforce. In its operations, CSC still uses approximately 1,050 vehicles.

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7. CSC 2002-2003 Departmental Performance Report.

**FIGURE 2**  
The Role of CSC in a Sustainable Canada



CSC's penitentiaries are like small self-contained communities. They typically house several hundred inmates, providing them with physical and non-physical basic necessities (e.g., food, clothing, shelter, health services, education, recreation and counselling). Available amenities include running water, solid waste removal, sewage systems, heating and ventilation.

Canada spends approximately \$1.5 billion annually on the federal correctional system. Sixty percent covers salaries, 30% operating and maintenance costs and 10%, capital costs (2003-2004 Estimates: Report on Plans and Priorities). The overall male institutional population in this period was constant from the previous year at around 12,300, and the population of male offenders under supervision in the community decreased by 2.5% to 7,874. The institutional population of female offenders was 356, while 460 were under community supervision. The number of full-time equivalent personnel employed in fiscal year 2002-2003 was nearing 16,000.

In the eight-year period from 1990 to 1998, CSC increased the total amount of space it occupies by 30%, from 895,623 m<sup>2</sup> to 1,224,613 m<sup>2</sup>. This increase was not solely as a result of a greater number of inmates during this time period, but also the replacement of small cells with standard-size cells, more common rooms, and more programming space as old units were replaced. This trend toward increasing space has since dramatically slowed down, with an expected 3% increase in floor space from 1998 to 2008. In 2002-2003, floor space stood at 1,258,938 m<sup>2</sup>.

CSC's overall operations can be divided into correctional facilities, CORCAN, offices and offender programs. The activities undertaken in these operations are quite varied (see Appendix 1 for a list).



# Issue Scan

*This section shows the sustainable development issues that are relevant to CSC's operations.*

As was the case for *Revision 2000*, the issues facing CSC remain as outlined in *A Guide to Green Government*, including:

- Sustaining our natural resources
- Protecting the health of Canadians and ecosystems
- Fulfilling our international obligations
- Promoting equity
- Improving the quality of life and well-being

We have not identified any major new environmental issues that should significantly impact on our priorities since 2000.

Similarly, since 2000, there have been no significant changes in the scale and nature of CSC operations. Thus, it is appropriate for CSC to address the same issues that were the focus of *Revision 2000*. The significant SD aspects arising from the issues scan can be grouped into three main topics: emissions to the atmosphere, emissions to the hydrosphere and resource use.

At the beginning of the design process for this strategy, the timing appeared right to begin integrating traditional environmental programs with other programs in CSC. However, we were not able to consider fully the implications of offender programs from the point of view of sustainable development, so integration of those programs into the strategy is not completed. Thus, our traditional programs, such as security, health and reintegration, remain documented through the business planning process (for example, see CSC's Report on Plans and Priorities<sup>8</sup>).

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8. [http://publiservice.tbs-sct.gc.ca/est-pre/20032004/CSC-SCC/CSC-SCCr34\\_e.asp](http://publiservice.tbs-sct.gc.ca/est-pre/20032004/CSC-SCC/CSC-SCCr34_e.asp)

# Consultations

*This section shows the participants in planning for this strategy and the partners with whom our efforts for sustainable development will need to be integrated in the future.*

Consultations for *Revision 2003* began with CSC discussing what was feasible to accomplish in the next few years. We consulted internally with our strategic planning group to gain an understanding of how we may better integrate the SDS with the corporate business lines. Additional internal consultations were held with operational groups across the Agency to ensure that we settled on commitments that were both important and achievable.

Over the spring and summer of 2003, we consulted externally with the RCMP and the Department of the Solicitor General, as well as National Defence, Public Works and Government Services Canada, and with other members of the Interdepartmental Network on Sustainable Development Strategies to gain an understanding of the extent to which we may collaborate in the future.

CSC is an active participant in Sustainable Development in Government Operations (SDGO), an interdepartmental initiative designed to identify and coordinate opportunities to advance the federal commitment to be a leader in sustainable development. Our department is working together with other SDGO departments to adopt common measurement and reporting methods.

As well, we shared our SDS preparation documents with our partners in the SGC portfolio and Justice Canada because they are involved in many ways with the federal safety agenda. The focus of each organization is distinct, however there are obvious commonalities between them.

We found specific areas of mutual interest with the RCMP in particular: preventing crime, raising awareness in local communities, and Aboriginal safety and wellness.

Efforts to build horizontal bridges emphasize the difficulty in deciding who to involve and how to ensure that momentum is sustained. To enable us to form effective partnerships that will grow over time, we intend to maintain this SD forum within the portfolio into the next SD cycle.

# Evaluating *Revision 2000*

*In this section, we examine some of the strengths and weaknesses of Revision 2000 and our progress toward the targets set out in that strategy.*

## OUR PREVIOUS STRATEGY

In reviewing *Revision 2000* we were satisfied that our goals, objectives and targets aptly addressed CSC's major issues. Our environmental commitments were specific and aligned with our environmental policy. From the layout through the design process, we found little which we felt required change.

One area for improvement that we found was in the breadth of what we place in the strategy. On the one hand, we face challenges implementing the strategy (as discussed below); on the other, we recognize that our offender programs may eventually need to be integrated into our SDS.

## PROGRESS ASSESSMENT

Information concerning performance under *Revision 2000* is shown in the following tables. The tasks associated with collecting baseline data and monitoring progress on new 2000 targets have been competing with new external pressures (Treasury Board policies and priorities on contaminated sites, petroleum storage tank compliance and new regulatory reporting requirements on various environmental issues) thus making it difficult to quantify the progress made on achieving our targets. Still, our experience has put us in a much better position to understand what it takes to influence attitudes and obtain results. Where we did have success, we credit the capacity of those involved in CSC to make change happen.

While the overall Agency budget increased slightly from fiscal year 2002-2003, there were many competing priorities for available resources. Over time, we will need to work toward a situation where the SD resource requirements of field units are better understood and planned.

# TOPIC 1

## EMISSIONS TO THE ENVIRONMENT

### Goal 1: The integrity of the atmosphere is protected.

	2001-02	2002-03	2003-04
<b>OBJECTIVE 1.1: CSC's contribution to climate change is minimal</b>			
<p><b>TARGET 1.1.1</b> Emissions of greenhouse gas CO<sub>2</sub> from all sources of combustion are reduced by 2% by March 2004. Comments: An Energy Reporting System for facilities is producing accurate data across CSC. Baseline CO<sub>2</sub> emissions have been established. One major energy retrofit project will yield a significant CO<sub>2</sub> reduction this fiscal year. Although CSC emitted over 4% less CO<sub>2</sub>, this is due in part to weather conditions.</p>	→	✓	→
<p><b>TARGET 1.1.2</b> Emissions of the greenhouse gas CH<sub>4</sub> from landfills are reduced 38% by March 2004. Comments: The reduction of methane gas that is generated from landfill sites is generally outside the control of CSC. An attempt was made to model and calculate this baseline in 2001, based on the amount of material that was sent to landfill sites. The model proved to be unworkable and the effort was put on hold. CSC will not pursue this target.</p>	✗	✗	✗
<b>OBJECTIVE 1.2: CSC's contributions to smog are minimal</b>			
<p><b>TARGET 1.2.1</b> Emissions of volatile organic compounds [VOCs] from fuel leaks and fugitive vapours are reduced 10% by March 2004. Comments: The emissions of volatile compounds and vapours from fuel tanks are dependent on the delivery systems that are being used by the petroleum industry. The systems to prevent emissions of VOCs are currently not readily available in most regions. As a result, progress on this target is generally outside the control of CSC, and the target was not achieved. CSC collected information needed to establish baselines for total emissions of VOCs. The target is being narrowed down to parts of the country where air pollution is a significant issue and where the industry has taken steps to reduce this source of pollution. Practices for avoiding generation of VOCs were included in the new CSC Environmental Guidelines as of 2003.</p>	→	✗	→

→ IN PROGRESS

✗ DELAYED / ON HOLD

✓ ACHIEVED

	2001-02	2002-03	2003-04
<b>OBJECTIVE 1.3: CSC's contributions to acid rain are minimal</b>			
<p><b>TARGET 1.3.1</b> Emissions of the acid gas NO<sub>x</sub> from all sources of combustion are reduced 10%, over and above reductions resulting from burning less fuel, by March 2004. Comments: In 2001, CSC collected information needed to establish baselines for total emissions of NO<sub>x</sub>. One major energy retrofit project will be completed in fiscal year 2003-2004, and will yield a significant NO<sub>x</sub> reduction. This will allow CSC to effectively meet the target that was established.</p>	➔	✘	✔
<p><b>TARGET 1.3.2</b> Emissions of the acid gas SO<sub>x</sub> from all sources of combustion are reduced 10%, over and above reductions from burning less fuel, by March 2004. Comments: CSC is heavily dependent on the petroleum industry for making low-sulfur fuels available for buildings and vehicles. In 2001, CSC collected information needed to establish baselines for total emissions of SO<sub>x</sub>. This target will not be pursued since these types of fuels are not yet readily available.</p>	➔	✘	✘
<p><b>TOPIC 2</b> <b>EFFLUENT DISCHARGES TO THE ENVIRONMENT</b> <b>Goal 2: The integrity of the hydrosphere is protected.</b></p>			
<b>OBJECTIVE 2.1: CSC's contributions to water pollution are minimal</b>			
<p><b>TARGET 2.1.1</b> Releases of leachate and runoff containing chemicals from contaminated sites are reduced 50% by March 2004. Comments: A baseline was established to reduce the amount of leachate and chemically laden run-off from contaminated sites. This baseline focused on the remediation and /or containment of the smaller contaminated sites. Since then, the government direction has been clarified to give priority to the high-risk sites. As a result, the target was not met and will be adjusted to reflect the new priorities. Leachate from landfill sites that are used for CSC waste are out of the control and jurisdiction of CSC, and hence do not form part of this baseline.</p>	✘	✘	➔







➔ IN PROGRESS    ✘ DELAYED / ON HOLD    ✔ ACHIEVED

	2001-02	2002-03	2003-04
<p><b>TARGET 2.1.2</b>  Releases of effluent containing bacteria, fertilizers and/or pesticides from farm operations are reduced 10% by March 2004.  Comments: In 2002, a report on effluent discharges to the hydrosphere provided a baseline for contaminant-laden effluent releases from farm operations. However, the baseline was found to be unreliable and must be refined. While we continue to strive for reductions, the reporting mechanism to document these reductions cannot be in place until the baseline information has been confirmed.</p>			
<p><b>TARGET 2.1.3</b>  Releases of effluent from lands treated with pesticides are reduced 50% by March 2004.  Comments: In 2002, a report on effluent discharges to the hydrosphere provided a baseline for pesticide-laden effluent releases. CSC land in this category was found to be minimal and this target will be eliminated.</p>			
<p><b>TARGET 2.1.4</b>  Releases of sewage from buildings to municipal systems where the sewage is not treated are reduced 20% by March 2004.  Comments: In 2002, a report on effluent discharges to the hydrosphere provided a baseline for untreated sewage releases. Follow-up work on wastewater treatment plant operations confirmed that no untreated effluent is being released to municipalities except those that are required to treat sewage. This target is no longer applicable for CSC and is being redefined.</p>			
<p><b>TOPIC 3</b>  <b>INFLUENCE OVER THE FUTURE OF INMATES</b>  <b>Goal 3: The environmental awareness of people is high.</b></p>			
<p><b>OBJECTIVE 3.1: CSC's contribution to the education of inmates on environmental issues is significant</b></p>			
<p><b>TARGET 3.1.1</b>  25% of inmates released every year have participated in awareness sessions on environmental issues provided during their academic upgrading (Grades 9 to 12).  Comments: Of 7,035 offenders who were released in fiscal year 2002-2003, 2,392 had enrolled in ABE III or ABE IV level Educational Courses, which represents 34% of released offenders for the year.</p>			

IN PROGRESS    
 DELAYED / ON HOLD    
 ACHIEVED

## TOPIC 4 RESOURCE USE

### Goal 4: The availability of natural resources is maintained.

	2001-02	2002-03	2003-04
<b>OBJECTIVE 4.1:</b> CSC's contribution to depletion of individual physical resources is minimal			
<p><b>TARGET 4.1.1</b> Use of water is reduced 20% by March 2004 (from 600 L/day/occupant to 480 L/day/occupant). Comments: After further review, the 2000 baseline of 600 L/day/occupant proved to be inaccurate and lower than the actual consumption. Assessing progress against this target was inappropriate and unrealistic. Hence, the target consumption level could not be achieved. The baseline has been readjusted to 800 L/day/occupant.</p>			
<p><b>TARGET 4.1.2</b> Disposal of solid waste in landfills is reduced 38% by March 2004 (from 1.6 kg/day/occupant to 1.0 kg/day/occupant). Comments: CSC is using a baseline taken 10 years ago, as it is still applicable today (2.2 kg per occupant per day). Collecting accurate data in a consistent manner on the amount of material that is being sent to landfill sites has been difficult. As a result, CSC has not been able to report effectively on the progress that has been achieved against this target. Policy now makes it mandatory for all institutions to collect, report and monitor solid-waste data.</p>			

 IN PROGRESS

 DELAYED / ON HOLD

 ACHIEVED

# Our Commitments

*This section presents our revised plans for the next few years.*

## OUR VISION

CSC's vision of the future for Canada is that our population will continue to be at peace with itself and neighbours and in harmony with its environment. From this vision we can begin to see the way we need to structure our world and thus the ends we need to achieve. One of the ends that CSC has to keep pursuing is to ensure that its facilities and resources are managed in such way as to limit the impact on the environment.

## TIME HORIZONS

The CESD has stated that federal SDSs need to take a long-term perspective in order to be strategic. Their audit showed that, because of the updating requirement outlined in the *Auditor General Act*, many strategies have had a limited three-year time horizon. CSC has always recognized that planning for the next generation of Canadians is the very essence of SD. We continue in that belief, but we feel that most of our targets need to be framed within a shorter time span in order to make each target more manageable.

## ASSUMPTIONS

On its own, CSC cannot bring about an optimal level of sustainable development in Canada, let alone the world. For us to be effective, we need the cooperation of partners in crime prevention, law enforcement and local government. The effective reintegration of offenders into society is a basic mandate and a core business of CSC. As such, activities and progress are reported in a number of alternate avenues, and CSC will continue to report on these activities in this manner.

## GOALS, OBJECTIVES AND TARGETS (GOTS)

Although Revision 2000 was a major milestone, the work must continue to meet our SD commitments. To this end, in Revision 2003, we have revisited what is important and what we can reasonably accomplish in setting new GOTS. Our commitments are largely consistent with Revision 2000.<sup>9</sup>

The CESD has repeatedly identified the need to link targets with longer-term objectives and goals. The work coming from the federal Interdepartmental Network on Sustainable Development Strategies (INSDS) suggests the use of a logic model or results chain to illustrate clearly these links. We have used a results chain to help us link our commitments in a logical fashion so that outcomes can be pursued in ways that will show long-term progress toward the goal of sustainability. The table on the following page highlights the new CSC commitments; it is followed by the actions plans on page 17.

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9. A sequential numbering system for the GOTS was used in *Revision 2003*. Items present in *Revision 2000* and *Revision 2003*, however, do not necessarily reflect the same attributed numbers for individual GOTS, due to a refocusing of the GOTS for *Revision 2003*. Hence, the numbering in the Action Plan does not track outdated items.



## GOAL 1: THE ATMOSPHERE IS PROTECTED

### OBJECTIVE 1.1: CSC's contributions to climate change are minimal

TARGET	AMOUNT	BASELINE	CLOSING
<b>1.1.1:</b> Emissions of the greenhouse gas carbon dioxide (CO <sub>2</sub> ) from all sources of combustion are reduced	8%	2000	03-2010
<b>1.1.2:</b> Emissions of the greenhouse gas group nitrogen oxides (NO <sub>x</sub> ) are reduced in the Quebec-Windsor corridor and the Fraser Valley	10%	2004	03-2007

### OBJECTIVE 1.2: CSC's contributions to smog are minimal

<b>1.2.1:</b> Emissions of volatile organic compounds (VOCs) from fugitive vapours are reduced in the Quebec-Windsor corridor and the Fraser Valley	20%	2000	03-2007
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## GOAL 2: THE HYDROSPHERE IS PROTECTED

### OBJECTIVE 2.1: CSC's contributions to water pollution are minimal

TARGET	AMOUNT	BASELINE	CLOSING
<b>2.1.1:</b> Releases of leachate and runoff containing chemicals from contaminated sites are reduced	5%	2000	03-2007
<b>2.1.2:</b> Releases of effluent containing bacteria, fertilizers and/or pesticides from farm operations are reduced	10%	2000	03-2007
<b>2.1.3:</b> Releases of off-specification effluent at sewage treatment outfalls and sewage leaks are reduced	20%	2004	03-2007

## GOAL 3: THE AVAILABILITY OF NATURAL RESOURCES IS MAINTAINED

### OBJECTIVE 3.1: CSC's contribution to depletion of individual physical resources is minimal

TARGET	AMOUNT	BASELINE	CLOSING
<b>3.1.1:</b> Use of water is reduced (from 800 L/day/occupant to 680 L/day/occupant)	15%	2003	03-2010
<b>3.1.2:</b> Disposal of solid waste in landfills is reduced (from 1.6 kg/day/occupant to 1.3 kg/day/occupant)	20%	2000	03-2007

### OBJECTIVE 3.2: Inmates' contribution to depletion of individual physical resources is minimal

<b>3.2.1:</b> Inmates released every year have participated in awareness sessions on environmental issues provided during their academic upgrading (Grades 9 to 12)	30%	2004	March each year
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In settling on this list of targets, CSC has dropped targets concerning methane, sulfur dioxide and effluents from certain lands treated with pesticides. These targets have been dropped because they were:

- Redundant (methane is already assumed to be covered by the target for waste going to landfill)
- Eventually achievable with no effort as a result of marketplace changes (sulfur dioxide will be reduced through changes in the refining industry)
- No longer meaningful (the area of non-crop lands on which pesticides are being used is now known to be negligible)

In the process, we also re-examined the remaining targets in light of progress to date and resourcing, increasing the extent to which some would be implemented and decreasing others.

# Action Plans

*The action plans for each of our targets are shown in the table below.*

Assignment of responsibility is also shown in the following table to ensure alignment of expectations for completing actions. The following abbreviations are used in the table:

**CEO** – Chief Executive Officer

**DGF** – Director General, Facilities

**DGSP** – Director General, Strategic Planning

**DGTS** – Director General, Technical Services

**DG, OPR** – Director General, Offender Programs and Reintegration

**RATS** – Regional Administrator, Technical Services (positions exist in each Region)

**OPI** – Office of Primary Interest (responsible position)

## **TARGET 1.1.1**

Emissions of CO<sub>2</sub> from all sources of combustion are reduced

### **ACTIONS**

- 1.1.1.1 Confirm the established baseline (OPI: DGTS)
- 1.1.1.2 Review available and emerging alternatives for each combustion source (OPI: DGTS, DGF, RATSs)
- 1.1.1.3 Replace or renovate older facilities with energy-efficient accommodations (OPI: DGF)
- 1.1.1.4 Demolish or dispose of built space no longer required for program needs (OPI: DGF)
- 1.1.1.5 Retrofit selected areas with new lighting systems and mechanical controls (OPI: DGTS, DGF, RATSs)
- 1.1.1.6 Tune-up or overhaul central heating plants (OPI: DGTS, DGF, RATSs)
- 1.1.1.7 Use CSC's energy monitoring protocol to track energy use regularly (OPI: Wardens)

## **TARGET 1.1.2**

Emissions of NO<sub>x</sub> are reduced in the Quebec-Windsor corridor and the Fraser Valley

### **ACTIONS**

- 1.1.2.1 Confirm the established baseline and segregate Quebec-Windsor corridor and the Fraser Valley facilities (OPI: DGTS)
- 1.1.2.2 Review available and emerging alternatives for avoiding generation of NO<sub>x</sub> or capturing it before it escapes to the atmosphere (OPI: DGTS)
- 1.1.2.3 Replace or retrofit emission sources with low-NO<sub>x</sub> burners or neutralization systems (OPI: DGF, RATSs)

### **TARGET 1.2.1**

Emissions of VOCs from fugitive vapours are reduced in the Quebec-Windsor corridor and the Fraser Valley

#### **ACTIONS**

- 1.2.1.1 Confirm the established baseline and segregate Quebec-Windsor corridor and the Fraser Valley facilities (OPI: DGTS)
- 1.2.1.2 Review available and emerging alternatives for avoiding generation of VOCs or capturing them before they escape to the atmosphere (OPI: DGTS)
- 1.2.1.3 Install vapour recovery systems (OPI: DGF, RATSS)

### **TARGET 2.1.1**

Releases of leachate and runoff containing chemicals from contaminated sites are reduced

#### **ACTIONS**

- 2.1.1.1 Confirm the baseline of chemical-laden leachate and runoff from contaminated sites (OPI: DGTS)
- 2.1.1.2 Confirm practical alternatives for avoiding generation of leachate and runoff or capture of these liquids before they can escape to the hydrosphere (OPI: DGTS)
- 2.1.1.3 Periodically (at least annually) update the Agency's Contaminated Sites Management Plan (OPI: DGTS)
- 2.1.1.4 Remediate contaminated sites based on priorities of location, concentration of contaminants in leachate and runoff, and cost (the least expensive site per kg of contaminant release saved being preferred) (OPI: DGTS, RATSS, Wardens)

### **TARGET 2.1.2**

Releases of effluent containing bacteria, fertilizers and/or pesticides from farm operations are reduced

#### **ACTIONS**

- 2.1.2.1 Confirm the baseline of contaminant-laden effluent release from farm operations (OPI: Corcan CEO)
- 2.1.2.2 Confirm practical alternatives for avoiding generation of effluent or capture of the liquids before they can escape to the hydrosphere (OPI: DGTS)
- 2.1.2.3 Install effluent capture and treatment systems (OPI: Corcan CEO)

### **TARGET 2.1.3**

Releases of off-specification sewage treatment outfalls and leaks are reduced

#### **ACTIONS**

- 2.1.3.1 Confirm the baseline of contaminant-laden sewage releases and leaks (OPI: DGTS)
- 2.1.3.2 Confirm practical alternatives for contaminant removal prior to release to the hydrosphere (OPI: DGTS)
- 2.1.3.3 Upgrade sewage treatment facilities based on priorities of age and serviceability (OPI: DGF)

### **TARGET 3.1.1**

Use of water is reduced

#### **ACTIONS**

- 3.1.1.1 Confirm the baseline of amounts of water being used (OPI: DGTS, Corcan CEO)
- 3.1.1.2 Confirm practical alternatives for reducing water consumption, concentrating on processes where water may be wasted (OPI: DGTS, Corcan CEO)
- 3.1.1.3 Revise processes and/or install water-saving devices based on priorities of volume (OPI: Wardens, Corcan CEO)

### **TARGET 3.1.2**

Disposal of solid waste in landfills is reduced

#### **ACTIONS**

- 3.1.2.1 Confirm the baseline of amounts of solid waste being sent to landfills (OPI: DGTS)
- 3.1.2.2 Confirm practical alternatives for reducing waste generation, concentrating, in order, on opportunities to reduce, reuse and recycle (3Rs), particularly packaging (OPI: DGTS)
- 3.1.2.3 Negotiate with suppliers to have them minimize and/or take back packaging and recyclables (OPI: Wardens)
- 3.1.2.4 Expand recycling programs to cover all institutions (OPI: Wardens)

### **TARGET 3.2.1**

Inmates released every year have participated in awareness sessions on environmental issues provided during their academic upgrading

#### **ACTIONS**

- 3.2.1.1 Semi-annually, obtain the list of inmates who have graduated from academic education (OPI: DG, OPR)

# Reporting on Performance

*This section describes how we plan to measure our progress.*

The Departmental Performance Reports (DPRs) for fiscal year 2002-2003 produced information about our SDS progress. The SD information presented in our DPRs has typically focused on gaps between CSC's actual and planned activities, and not on outcomes achieved. This situation arose because data measurement systems are still being developed.

To improve future reporting, in *Revision 2003*, we have set logically linked goals, objectives and targets that can be measured. While *Revision 2003* is in effect, we will continue to improve our data capture systems to improve our ability to report on our progress, and we expect to have better data in future DPRs. This approach is consistent with Treasury Board's emphasis on results in performance reporting and the need to satisfy the requirements for Parliamentarians and Canadians to determine if progress has been made toward SD.

The performance measures (some would call these "indicators") that we will use are as follows:

- Weight of CO<sub>2</sub> emitted from sources of combustion
- Weight of NO<sub>x</sub> emitted in the Quebec-Windsor corridor and the Fraser Valley
- Weight of VOCs emitted from fuel leaks and fugitive vapours in the Quebec-Windsor corridor and the Fraser Valley
- Volume of releases of leachate and runoff containing chemicals from contaminated sites
- Volume of releases of effluent containing bacteria, fertilizers and/or pesticides from farm operations
- Volume of releases of off-specification sewage treatment outfalls and leaks
- Volume of water used
- Weight of solid waste being sent to landfill
- Number of inmates released every year who have participated in awareness sessions

## APPENDIX 1: CSC ACTIVITIES

### AREA: CORRECTIONAL FACILITIES

**Function:** Hold and monitor inmates

- Activities:
- Ensure proper custody of inmates
  - Provide food services
  - Use motorized vehicles (cars, trucks) and surveillance equipment
  - Store fuel
  - Provide laundry service
  - Maintain cells, activity areas, buildings and grounds
  - Heat/cool and light cells, activity areas and perimeters
  - Construct and renovate buildings (institutions, headquarters and CCCs)
  - Maintain water treatment plants and sewage treatment systems

**Function:** Transfer inmates

- Activities:
- Use motorized vehicles (cars, trucks, airplanes, trains, buses, taxis)

**Function:** Train personnel

- Activities:
- Provide classroom instruction
  - Provide field training and target practice
  - Heat/cool and light training space

### AREA: CORCAN

**Function:** Manufacturing, textiles, services

- Activities:
- Design products and purchase materials
  - Process materials
  - Package and store finished products
  - Distribute finished products
  - Support use and maintenance of products
  - Dispose of products

**Function:** Construction

- Activities:
- Design building and infrastructure projects and purchase materials
  - Construct and renovate buildings and infrastructure
  - Support use and maintenance of buildings and infrastructure
  - Dispose of buildings and infrastructure

**Function:** Agribusiness

- Activities:
- Plan farming and purchase materials
  - Cultivate, produce and process farm products
  - Package and store finished products
  - Distribute finished products
  - Support use and maintenance of products
  - Dispose of products
  - Manage waste products from the livestock

**AREA: OFFICES (including offices in facilities)**

**Function: Plan, set procedures and standards for operations**

Activities: Store documents, photos, inmate records  
Heat/cool and light office and storage space  
Generate office waste

**Function: Build and replace facilities**

Activities: Buy goods and services for construction/ demolition  
Generate construction/ demolition waste

**Function: Train personnel**

Activities: Provide classroom instruction  
Provide field training and target practice  
Heat/cool and light training space

**Function: Travel**

Activities: Use motorized vehicles (cars, trucks, airplanes, trains, buses, taxis)  
Stay in hotels

**AREA: INMATE PROGRAMS**

**Function: Prepare inmates for release through education**

Activities: Buy books and writing supplies  
Buy and operate computers  
Inform inmates of societal values  
Train inmates for the job market

**Function: Provide safe reintegration of inmates**

Activities: Operate community-based residential beds (halfway houses)  
Provide offender supervision

**Function: Provide chaplaincy services**

Activities: Ensure appropriate accommodation of religious/spiritual needs  
(sacred space, worship, diets, religious literature, etc.)  
Provide spiritual counseling to assist with safe reintegration into community

**Function: Provide recreation**

Activities: Buy recreation equipment

**Function: Provide health services**

Activities: Buy medical supplies  
Identify and address physical and mental health needs (including treatment for substance abuse)  
Promote health (including avoidance of injury and illness and prevention of substance abuse)  
Detect and control infectious diseases  
Produce and manage biomedical waste  
Dispose of biomedical waste in a safe manner



# Technical Note

## WEIGHTS AND MEASURES

The basic system units of measure used in this document are:

Item	Unit	Symbol
weight	gram	g
volume	litre	L
length	metre	m
energy	joule	J

Each multiple of one thousand of the above units has a separate prefix with its own symbol. Some used in this report are:

Increment	Prefix	Symbol
one thousand ( $10^3$ )	kilo	k
one million ( $10^6$ )	mega	M
one billion ( $10^9$ )	giga	G
one trillion ( $10^{12}$ )	tera	T
one quadrillion ( $10^{15}$ )	peta	P

These metric system prefixes allow us to avoid compound terms, such as "thousands of kilograms," which is better expressed as megagrams, for which the symbol is Mg. One Mg is often called one tonne, for which the symbol is t. One thousand tonnes is one kilotonne, for which the symbol is kt. One kt is also one billion grams, or one gigagram, for which the symbol is Gg. The gigagram is used in this document because the gram (g) is the basic unit of weight.

One thousand litres is one kilolitre, for which the symbol is kL. One kL is often called one cubic metre, for which the symbol is  $m^3$ . There is no term for one thousand cubic metres; rather, the term for this volume is one megalitre, for which the symbol is ML. The millilitre is used in this document because the litre (L) is the basic unit of volume.

## CHEMICAL NAMES

The international system for naming chemicals uses abbreviations that involve symbols for the elements that make up compounds. Abbreviations found in this document include:

<b>CO<sub>2</sub></b> carbon dioxide	<b>NO<sub>x</sub></b> nitrogen oxides	<b>HCl</b> hydrogen chloride
<b>CH<sub>4</sub></b> methane	<b>SO<sub>x</sub></b> sulfur oxides	<b>VOC</b> volatile organic compound

In addition, the abbreviation PM10 is used for particulate matter smaller than 10 microns in diameter, which is fine dust that can remain suspended in the air for extended periods of time.