



Correctional Service
Canada

Service correctionnel
Canada

SUSTAINABLE DEVELOPMENT STRATEGY 2007–2010

Contribute to a just, peaceful and safe Canadian society, respectful of natural resources and ecological capacities.



http://www.csc-scc.gc.ca/text/public_e.shtml

Canada

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Preamble

Sustainable development (SD) is gradually taking root in the activities, programs and policies of federal departments, governments and, by extension, throughout Canadian society. Since federal departments have SD obligations and have been required to submit a Sustainable Development Strategy (SDS) to Parliament every three years since 1997, the Correctional Service of Canada (CSC) is moving ahead with its SD agenda with the adoption and publication of this fourth SDS.

A concept that is increasingly becoming accepted and incorporated into current organizational practices, SD is basically an approach to organizing our society so it can meet the needs of our citizens, now and in the future, while at the same time respecting the limits and capacities of the natural environment. For an organization like CSC, SD means continually and carefully considering the social, economic and environmental implications of our choices, decisions and everyday actions.

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 SD throughout the federal government. Recognizing the uniqueness of our operations, we, as an agency within the Department of Public Safety and Emergency Preparedness Canada (PSEPC), voluntarily developed and implemented three Sustainable Development Strategies over the past ten years. We will continue to submit our own strategy separate from that of the Department or other agencies within the Department, and we will also continue to work with other federal government departments in order to integrate our approach with those of the federal government as a whole.



Over the past ten years, we have focussed our efforts on measures to strengthen our ecological foundations and foster an organizational culture that incorporates SD into all of its activities. Some achievements and progress are as follows:

- adding an environmental officer position at national headquarters and in each of CSC's five regions (1998-1999);
- an environmental awareness/communications program through articles in each issue of the quarterly corporate review, "Let's Talk" (since 1998);
- conducting Phase I environmental assessments on all of our operational facilities (1998-1999);
- development and implementation of tools to monitor our energy and water use, as well as databases and inventories of our main environmental issues (since 1999);
- completion of environmental capital projects in the order of \$3 million annually (since 1999-2000);
- a comprehensive program for replacing our petroleum storage tanks and managing our contaminated sites (since 2000);
- environmental training sessions for front-line staff in each institution (2002-2003);
- adoption of an internal environmental policy [Commissioner's Directive 318] and environmental guidelines [CD 318-1 to 318-9], which are the basis of our organization's environmental management system (June 2003);
- introduction of self reporting tools (management control frameworks, or MCFs) and carrying out

- internal environmental audits (2004-2005);
- development of an environmental/SDS accountability framework (2005-2006).

On the strength of this, and despite the progress we have made with respect to environmental management in the past ten years, the lessons learned indicate that we can still do better to further SD, to achieve expected results and meet our renewed environmental commitments.

Accordingly, in this SDS, we have once again confirmed our priorities and we will focus on concrete measures to achieve future oriented results. Since we have limited resources allocated for this, we believe that in order to protect the environment and strengthen the impact of our SDS, as much attention should be given toward initiatives to implement our commitments, than there is toward performance reporting requirements.

Executive Summary

The Correctional Service of Canada (CSC), along with other federal departments and agencies, published its first Sustainable Development Strategy (SDS) in 1997, with revisions in 2000 and 2003. This is CSC's fourth 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 feel safe and act in harmony with the limited resources of our environment. 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's or the world's natural resources.

So far we have had three priorities: protection of our atmosphere, our water and our resources, both physical and human. We have continued to collect background data on our environmental impacts and have found the process challenging. We have made some progress on reducing pollution and resource consumption, albeit with various levels of performance from site to site. The task of achieving the SDS 2003 targets has been limited by numerous internal constraints, thus preventing us from fully meeting some targets. However, we did gain considerable experience and knowledge in the process that will be useful in the future.

In this SDS for 2007-2010, we expanded our efforts to achieve realistic targets and commitments based on our resource level. We have enlisted the help of CSC employees by holding consultations with interested parties. We are submitting a SDS with an emphasis on seven priorities that support the sustainable development goals of the federal government:

1. Reduction of greenhouse gas (GHG) emissions;
2. Protection of the atmosphere;
3. Conservation of the tropospheric air quality (i.e., the air at ground level);
4. Protection of the hydrosphere;
5. Support of sustainable communities;
6. Sustainable use of natural resources;
7. Reinforcement of governance and decisions that support SD.

The focus of CSC's mandate is to contribute to a just, peaceful and safe society through the 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 1997. No major new environmental problems have appeared on a global or national scale. No major changes have been made to the strategic and legal framework governing CSC, and there have been no significant changes in the scale and nature of CSC operations. Our greatest challenge over the next three years will be maintaining a satisfactory performance with respect to our targets and commitments.

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. For each of our 14

commitments, measuring our performance will be straightforward, for we have carefully chosen targets that are relatively easy to measure. We will continue to implement data management systems that will allow us to quantify, store, retrieve and manipulate our data, and then make decisions about how to improve our environmental performance.

Introduction

Since submitting its first Sustainable Development Strategy (SDS) in December 1997, the Correctional Service of Canada has worked tirelessly to improve its environmental performance in keeping with its course toward sustainable development.

Between 1997 and 2000, the first cycle where specified departments and agencies were required by law to publish Sustainable Development Strategies (SDSs), CSC focussed primarily on increasing the number of regional employees working in the environmental portfolio and developing some environmental management tools in response to the ecological commitments made in its SDS 1997.

From 2000 to 2003, based on the experience gained over the previous three years, the SDS 2000 was more modest in terms of the number of environmental commitments. In fact, constrained by limited resources, the complexity of issues involved and the many challenges of implementing its environmental management system (EMS) – an essential tool for making progress with its SDS – CSC had no choice but to reduce the scope of commitments made in its previous SDS from some 42 environmental targets to only 12. Despite the hard work to achieve the proposed targets with the available resource level, CSC was unable to conclusively report on whether significant progress was made or expectations exceeded for the majority of targets set out in its SDS 2000.

With the submission of its third SDS for 2003-2006, some commitments were again dropped so that CSC could focus on the nine environmental targets it considered priorities. Although particular attention was paid to setting specific end points, in other words, definite, measurable, achievable over time, CSC still had to deal with the difficult task of balancing its sustainable development intentions with available resources in order to meet its environmental commitments. The SDS 2003 should have therefore enabled CSC to better define the scope of its capacity to address the targets and measure progress so that it could implement changes that would bring about the desired results for the fourth SDS (2007-2010).

This document, SDS 2007-2010, presents an updated 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 for SDS 2007-2010 to bring about the results we know will make concrete contributions to sustainable development.



Correctional Service of Canada Profile¹

The Correctional Service of Canada (CSC) is an agency of the Portfolio of Public Safety and Emergency Preparedness Canada, which includes the Royal Canadian Mounted Police, the Canada Border Services Agency, the Canadian Security Intelligence Service, the National Parole Board, and three review bodies. The Portfolio brings together key federal agencies dedicated to public safety. It is designed to address a range of risks to the safety and security of Canadians - from crime affecting the lives of individuals, to natural disasters, terrorism and other threats to national security. The Portfolio allows for a continuum of service delivery - from prevention to response, including, for example, emergency preparedness, crime prevention, border management, emergency response, law enforcement, corrections, and parole. The creation of the portfolio, in 2003, enhances our ability, among other things, to make Canada's communities safer. CSC contributes directly to this goal.

Within the PSEPC portfolio, CSC plays a key role in maintaining a just, peaceful and safe society and in assisting in the government's overall agenda of improving the quality of life of Canadians. CSC's plans and programs are designed to ensure the safe and effective accommodation of offenders and their reintegration into Canadian communities as law-abiding citizens, while reflecting long-standing Canadian values of justice, fairness and respect for human rights.

Working together, we are making a significant contribution to the Government of Canada's priority to protect its citizens through building safer communities. Research demonstrates that the approach prescribed in the *Corrections and Conditional Release Act* (CCRA) contributes to public safety. This approach consists of reducing the risk of re-offending through rehabilitation and the gradual release of offenders into the community, when it is most appropriate and safe to do so, while providing effective control, proper supervision and support.

CSC has developed a range of internationally recognized, research-based tools and programs to identify and address the factors that contribute most to an offender's risk of re-offending. Managing the range of contributing factors is a complex task that requires a multi-disciplinary approach to intervention. CSC staff accomplish this work with diligence and professionalism, working closely with criminal justice partners. To carry out our mandate, CSC seeks to engage and involve citizens as fully as possible, in the development of correctional policies and practices, as volunteers or as partners in providing community support to reduce re-offending and contribute to public safety.

Lastly, to carry out its mandate in 2006-2007, CSC had approximately \$1.7 billion in financial resources, seventy two percent (71.6 %) of which is dedicated to the provision of care and custody of offenders in institutions and in communities, which includes such fixed costs as facilities maintenance and food. The remaining 28.4% is allocated to rehabilitation and case management services, or approximately 77.9% across institutions, 12.6% in the community, and 9.5% for capital.

¹ Source: *Report on Plans and Priorities 2006-07* of the Correctional Service of Canada. For more information, see: http://www.tbs-sct.gc.ca/rpp/0607/csc-scc/csc-scc_e.asp

SCOPE OF ACTIVITIES

CSC is responsible for administering court-imposed sentences for offenders imprisoned for two years or more. This includes managing institutions of various security levels and supervising offenders under conditional release in the community. CSC also provides post-sentence supervision of offenders with Long Term Supervision Orders (LTSOs). On any given day, CSC manages approximately 21,100 offenders: 12,700 offenders in institutions and 8,400 offenders serving the remainder of their sentences under supervision in the community. Furthermore, over the course of a year, CSC manages a flow-through of 25,500 different individual offenders.

CSC's workforce includes two occupational groups that represent over half of all staff employed in operational units. The CX (correctional officer) group comprises 41% of staff, while another 13% are WPs, that is, the group that includes parole and program officers. The balance of CSC's workforce reflects the variety of skills required to operate institutions and community offices - health care workers, electricians, food service staff, as well as staff providing corporate and administrative functions at the local, regional and national levels.

CSC employs approximately 16,000 staff² across the country and manages:

- 58 institutions
- 16 community correctional centres
- 71 parole offices
- 5 regional headquarters and a national headquarters
- A fleet of approximately 1,150 road vehicles.



As summarized above, CSC has a presence across the country - from large urban centres with their increasingly diverse populations, to remote communities across the North. CSC manages institutions, two treatment centres, Aboriginal healing lodges, community correctional centres and parole offices. It does this through five regional headquarters that provide administrative support and serve as the delivery arms of CSC's programs and services. It also manages an addictions research centre, a correctional management learning centre, staff colleges and a national headquarters.

CSC also works with non-government organizations that run approximately 200 community-based residential facilities across the country. Specialized correctional services and programs are also provided through a variety of exchange of service agreements with provincial and territorial correctional and justice authorities. CSC also partners with Aboriginal communities to provide custody and supervision of Aboriginal offenders through the establishment of healing lodges and in the development of release plans under sections 81 and 84 of the CCRA. CSC also manages a variety of exchange of service agreements with provincial and territorial correctional and justice authorities and with Aboriginal communities to provide specialized correctional services.

2. This includes active full time, part time, term and casual employees, as well as those who may be absent at any given time.
Data from December 31, 2005.

PARTNERSHIPS

As one component of the larger criminal justice system, CSC works closely with a number of partners, such as other agencies in the Public Safety Portfolio, particularly the National Parole Board, the Royal Canadian Mounted Police and the Canada Border Services Agency. Other key relationships include those with the Department of Justice, the Department of Indian and Northern Affairs, Health Canada, the Correctional Investigator and the Public Health Agency of Canada.

Groups such as Citizen Advisory Committees, the Health Care Advisory Committee, the Interfaith Committee, the National Ethnocultural Advisory Committee and the Regional Ethnocultural Advisory Committees provide advice and act as a link between communities and CSC. As well, approximately 8,100 volunteers contribute their time by providing essential support through tutoring, visits, sports, and social and spiritual activities.

Our Vision

OUR MANDATE

The legislative framework governing CSC is the *Corrections and Conditional Release Act* (CCRA). Other acts, regulations, policies, and international conventions that guide the delivery of its services include: Canada's *Charter of Rights and Freedoms*, the *Canadian Human Rights Act*, the *Criminal Code*, the *Privacy and Access to Information Acts*, the *Transfer of Offenders Act* and the *United Nations Standard Minimum Rules for the Treatment of Prisoners*. As prescribed in the CCRA, the Correctional Service of Canada contributes to the maintenance of a just, peaceful and safe society by:

- Ensuring that the protection of the public is the paramount consideration in all decisions relating to the custody, treatment and release of offenders;
- Carrying out sentences imposed by the courts through the reasonable, safe, secure and humane custody and supervision of offenders with sentences of two years or more; and,
- Assisting in the rehabilitation of offenders and their reintegration into the community as law-abiding citizens through the provision of programs in penitentiaries and communities.

OUR MISSION

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law abiding citizens, while exercising reasonable, safe, secure and humane control.

OUR VALUES

The managers and employees of the Correctional Service of Canada are guided by the following core values:

Our Core Values

Core Value 1

We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.

Core Value 2

We recognize that the offender has the potential to live as a law-abiding citizen.

Core Value 3

We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.

Core Value 4

We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.

Core Value 5

We believe in managing the Service with openness and integrity and we are accountable to the Minister of Public Safety and Emergency Preparedness Canada (PSEPC).

OUR CORRECTIONAL PRIORITIES

Our most recent Report on Plans and Priorities highlights our core public safety contributions for 2006-07 and beyond, and also serve as our plan to achieve results in support of five correctional priorities:

1. Safe transition of offenders into the community;
2. Safety and security for staff and offenders in our institutions;
3. Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders;
4. Improved capacities to address mental health needs of offenders;
5. Strengthening management practices.

PROGRAM ACTIVITIES

Recognizing the interdependent nature of all its activities, CSC has defined one overarching Strategic Outcome that highlights its unique contribution to public safety, namely that "*Offenders are safely and effectively accommodated and reintegrated into Canadian communities.*" Three program activities

support this Strategic Outcome:

- **Care and Custody,**
- **Rehabilitation and Case Management, and**
- **CORCAN.**

Corporate Services at CSC contribute to public safety results by supporting all three program activities. Accordingly, resources attributable to them have been distributed and allocated throughout all of CSC's program activities. The Logic Model of the Sustainable Development Strategy 2007-2010 must therefore also be considered an integral part of CSC's Program Activity Architecture (PAA).

The purpose of the **Care and Custody Program** is to administer a sentence through reasonable, safe, secure and humane custody. The program includes a wide range of activities that address the health and safety of offenders and has been sub-divided into four sub-activities, as follows:

- *Security*: To provide effective management of correctional operations that ensures the safety and security of staff, offenders and the public. This includes maintaining security within institutions and in the community, drug interdiction, appropriate offender placement and control practices to prevent incidents related to offender incompatibilities and risk.
- *Health Services*: To provide offenders with essential health care.
- *Institutional Services*: To provide for the basic needs of offenders, such as food, clothing, clean working and living environments, and canteen services that contribute to reasonable, safe, secure and humane custody.
- *Accommodation Services*: To provide suitable accommodation through technical, engineering and maintenance services related to facilities management including the planning, design and implementation of cost-effective construction.

The purpose of the Rehabilitation and Case Management Program is to assist in the safe reintegration of offenders into the community. This program has been sub-divided into three sub-activities and includes the following programs and services:

- *Program Development and Delivery*: To develop and deliver structured correctional interventions that address identified offender needs and contribute to successful reintegration into the community.
- *Case Management*: To provide for the assessment, classification, counselling and supervision of offenders both in institutions and the community.
- *Inmate Pay*.

The purpose of **CORCAN**, a Special Operating Agency (SOA)³ of CSC, is to aid in the safe reintegration of offenders by providing work opportunities and employability skills training to incarcerated offenders and, for brief periods of time, after offenders are released into the community. Giving a sense of purpose to offenders helps maintain a safe environment in institutions. Providing offenders with the employment experience and the skills they need to become productive citizens when they return to the community helps them succeed in their reintegration and reduces the risk of re-offending. As well, CSC

3. A Special Operating Agency (SOA) is an operational unit of a department that functions within a framework agreement approved by the Deputy Minister, the Minister and Treasury Board.

research has shown that experience in the CORCAN work program immediately prior to release leads to a reduction in re-offending, particularly for those offenders who are on parole.

CORCAN operates workshops in 36 institutions across Canada in the fields of agriculture, manufacturing, construction and services. The CORCAN workshops operate in a business-like manner that takes into account the institutional setting and training imperatives. CORCAN emphasizes the establishment of links between institutions and the community. It also offers support services in 41 community employment centres across Canada to assist offenders in securing employment upon release.

VISION OF SUSTAINABLE DEVELOPMENT AND GLOBAL ORIENTATION IN OUR SDS

In addition to maintaining a just society, CSC's vision for Canada's future is that our society continues to live in peace, safety and in harmony with our environment. As well as its main Strategic Outcome, namely that "*Offenders are safely and effectively accommodated and reintegrated into Canadian communities,*" one of the ends that CSC has to keep pursuing is to ensure that its facilities and resources are managed in such a way as to limit the impact on the natural environment by supporting economic sustainability and social justice through its decisions and actions.

As described above, since Corporate Services at CSC contribute to public safety results by supporting all three program activities, we think it is appropriate that the Strategic Outcome of our SDS, namely "*Contribute to a just, peaceful and safe Canadian society, respectful of natural resources and ecological capacities,*" is integrated as part of Corporate Services' overall role to support all CSC activities.

Therefore, in light of CSC's essentially social mandate, its program activities already integrate social and economic issues that are consistent with the sustainable development vision, while the SDS focuses more on the environmental sustainability of the Agency's infrastructure and activities. We believe that by integrating, communicating and then implementing the commitments made in our SDS 2007-2010 into as many of areas of activity as possible, we are promoting a concrete and global context of the vision of sustainable development from our departmental mandate, and we are encouraging our staff to use environmentally sustainable approaches.

Lastly, as you can see, the organizational commitments we have made in the SDS 2007-2010 (see logic model presented below) are consistent with the sustainable development goals of the federal government. We firmly believe that the overall contributions and results generated by our SDS, from both a socio-economic and environmental perspective, will make a difference. Within available resources for implementing our SDS, the commitments made in the Strategy will continue to foster an organizational culture consistent with individual and societal well being. It is only through promoting the sustainable use of natural resources and respect for ecological capacities in our everyday actions that sustainable development can truly take root in CSC and Canadian communities.

Issue Scan

Since our previous SDS, we have not identified any major new environmental issues that should significantly impact on our SD priorities. However, in light of our limited ability to measure precisely the environmental impacts of our operations, we have decided to place greater emphasis on obtaining concrete actions, and therefore we will accept for some targets to use qualitative methods of measuring progress. Apart from our commitments on the reduction of energy, potable water consumption and solid waste (three targets that are basically the cornerstone of our environmental performance), all the other commitments are more qualitative in nature.

In the past three years, there have been no significant changes in the scale and nature of CSC operations. Thus, it is appropriate for CSC to address most of the same issues that were the focus of our previous SDS. Although the wording has changed slightly, the significant SD aspects arising from the issue scan can still be grouped into three main topics: emissions to the atmosphere, emissions to the hydrosphere and sustainable use of natural resources.

Our previous SDS contained nine targets under these three main topics. Our SDS 2007-2010 has 14 targets in the form of specific and measurable commitments under the seven main goals that are consistent with the strategic outcome. The main changes are as follows:

- Modification to target 2.1.2 regarding the release of effluent from CORCAN farm operations, which is now under target 5.1.1 regarding the environmental farms management plan;
- Removal of target 3.2.1 regarding environmental awareness sessions for inmates since this practice is now well established in our education programs;
- Addition of new objectives for gaseous emissions from our vehicle fleet, emissions that contribute to ozone layer depletion, green procurement (policy and training) and regular SDS progress reporting to strengthen governance.

Lastly, our SDS 2007-2010 was closely patterned after the document "*Coordinating the Fourth Round of Departmental Sustainable Development Strategies, June 2006*" of the SDS Interdepartmental Network, which was sponsored by Environment Canada. This guide incorporates the lessons learned from other SDSs, is consistent with the advice provided by the Commissioner of the Environment and Sustainable Development and is supported by the recently published Guide on Greening Government Operations. It allows departments to establish some consistency in the SDSs of various federal agencies and to strengthen accountability to Canadians. For those reasons, this document had a major influence on our approach to the SDS 2007-2010.

Evaluation of our SDS 2003

After evaluating the *SDS Revision 2003*, we noted that most of our goals, objectives and targets with regard to the scope of CSC's mandate are still in keeping with key SD issues. As a result, in preparing our SDS 2007-2010, we concluded that relatively few changes were necessary to the general aspects, to which we can make a significant contribution. However, as some of our targets were mainly based on modeling exercises so as to quantify our progress, we did our best this time to establish commitments that would be more aligned with our current ability to achieve or surpass the set targets, while being able to easily assess our progress along the way.

PROGRESS AND LIMITING FACTORS

The following table outlines each of the targets of our SDS 2003, assesses our performance and provides a brief summary of the progress made and the limiting factors found.

Goals, Objectives and Targets – SDS 2003

GOAL 1: THE ATMOSPHERE IS PROTECTED	PERFORMANCE MEASUREMENT
<p>OBJECTIVE 1.1: CSC's contributions to climate change are minimal.</p>	
<p>TARGET</p>	
<p>1.1.1: Emissions of the greenhouse gas carbon dioxide (CO₂) from all sources of combustion are reduced 8% by 03-2010 from the 2000 baseline.</p>	<p>IN PROGRESS</p>
<p>Comments : Even though many energy-saving projects and electricity conservation measures were implemented, the latest estimates of our energy consumption indicate a slight reduction (1 to 2%). In light of this finding, we agreed to revise this target on the basis of more realistic objectives.</p>	
<p>1.1.2: Emissions of nitrogen oxides (NO_x) in the Quebec-Windsor corridor and the Fraser Valley are reduced 10% by 03-2007 from the 2004 baseline.</p>	<p>TARGET ACHIEVED</p>
<p>Comments: Following the 2006 review conducted as part of the audit by the Office of the Auditor General on our performance concerning this target, we were able to show that the target had been surpassed, particularly through many improvements to the performance of our institutional boilers and retrofit of our largest central heating plant (at Leclerc Institution, Laval Complex, QC). Total reduction from 1998 to 2005 amounts to 29%.</p>	
<p>OBJECTIF 1.2: CSC's contributions to smog are minimal.</p>	
<p>TARGET</p>	
<p>1.2.1: Emissions of volatile organic compounds (VOCs) from fugitive vapours in the Quebec City-Windsor corridor and the Fraser Valley are reduced 20% by 03-2007 from the 2000 baseline.</p>	<p>TARGET ACHIEVED</p>
<p>Comments: Since in 2005-06 we installed and started up four phase 1 and 2 VOC recovery systems for our petroleum storage tanks in Quebec (Quebec City-Windsor corridor) as well as a project in BC (Fraser Valley), we estimate that this target was surpassed by about 10%.</p>	

GOAL 2: THE HYDROSPHERE IS PROTECTED	PERFORMANCE MEASUREMENT
OBJECTIVE 2.1: CSC's contributions to water pollution are minimal.	
TARGET	
<p>2.1.1 : Releases of leachate and runoff containing chemicals from contaminated sites are reduced 5% by 03-2007 from the 2000 baseline.</p>	<p>TARGET NOT ACHIEVED</p>
<p>Commentaires : The slow administrative processes to award contracts for rehabilitation work on contaminated sites and the limited access to necessary expertise in this field prevented us from making any tangible progress. However, we conducted a number of environmental site assessments that, in due course, will allow CSC to accelerate site rehabilitation activities.</p>	
<p>2.1.2 : Releases of effluent containing bacteria, fertilizers, and/or pesticides from farm operations are reduced 10% by 03-2007 from the 2000 baseline.</p>	<p>IN PROGRESS</p>
<p>Commentaires : To achieve this target, we developed and, with our CORCAN partners, began implementing an environmental farm plan (EFP) at Westmorland Institution in New Brunswick (one of five farms run by CORCAN). As the implementation of the EFP (which is expected to be an exportable model for other sites) has not been completed, we are unable to accurately establish our performance on this target. There is tangible evidence however that significant progress is being made in implementing the EFP.</p>	

GOAL 2: THE HYDROSPHERE IS PROTECTED	PERFORMANCE MEASUREMENT
OBJECTIVE 2.1: CSC's contributions to water pollution are minimal.	
TARGET	
<p>2.1.3 : Releases of off-specification effluent at sewage treatment outfalls and sewage leaks are reduced 20% by 03-2007 from the 2004 baseline.</p>	TARGET ACHIEVED
<p>Commentaires : Replacing the wastewater treatment system at Joyceville Institution in Ontario (project completed in June 2005) with a system that meets current needs, we improved our performance with regard to treated wastewater flow by 11.7%, which is an average of wastewater flow of 700 m³/day on a corporate total of 6,000 m³/day. Furthermore, we invested in many improvement projects for our wastewater treatment systems in the following institutions:</p> <ul style="list-style-type: none"> • Pè Sâkâstêw Centre (AB) in 2004, average flow of 45 m³/day, about 0.8% of total corporate treated flow; • Bowden (AB) in 2004, average flow of 270 m³/day, about 4.5% of total corporate treated flow; • William Head (BC) in 2006, average flow of 200 m³/day, about 3.3% of total corporate treated flow. <p>Lastly, on a smaller scale, several other improvements to our wastewater treatment systems have been made between 2004 and 2006. However, results relating to the increased performance achieved through these measures are difficult to quantify.</p>	

GOAL 3: THE AVAILABILITY OF NATURAL RESOURCES IS MAINTAINED	PERFORMANCE MEASUREMENT
<p>OBJECTIVE 3.1: CSC's contribution to depletion of individual physical resources is minimal.</p>	
<p>TARGET</p>	
<p>3.1.1 : Use of water is reduced 15% by 03-2010 from the 2003 baseline (from 800 L/day/occupant to 680 L/day/occupant).</p>	<p>TARGET ACHIEVED</p>
<p>Commentaires : Through our corporate tool used to monitor our water consumption, we were able to establish that, during the most recent quarter for which reliable data is available (April to June 2006), our average corporate water consumption was approximately 665 litres per day per occupant, a 17% decrease compared to the 2003 reference year. We attribute this success to the many projects we completed since 2004 to replace water cooled systems with air cooled systems, thereby reducing our water consumption.</p>	
<p>3.1.2 : Disposal of solid waste in landfills is reduced 20% by 03-2007 from the 2000 baseline (from 1.6 kg/day/occupant to 1.3 kg/day/occupant).</p>	<p>IN PROGRESS</p>
<p>Commentaires : In 2005, we conducted an extensive survey on solid waste management. All 51 institutions completed a thorough questionnaire on this topic. Consequently, we were able to determine that the average amount of corporate solid waste sent to the landfill was 1.36 kg per day per occupant, a 15% decrease compared to the reference year. We will be continuing our efforts in this regard during the next cycle of our SDS.</p>	

GOAL 3: THE AVAILABILITY OF NATURAL RESOURCES IS MAINTAINED	PERFORMANCE MEASUREMENT
<p>OBJECTIF 3.2 : Inmates' contribution to depletion of individual physical resources is minimal</p>	
<p>TARGET</p>	
<p>3.2.1 : 30% of inmates released every year, i.e. in March of each year from the 2004 baseline, have participated in awareness sessions on environmental issues, provided during their academic upgrading (Grade 9 to 12).</p>	<p>TARGET ACHIEVED</p>
<p>Commentaires : According to data we have in this regard, it appears that this target was systematically achieved over the past three years. The recent results for fiscal year 2006-07 are 36% of inmates released during the year. As this practice seems to now be well established within our inmate training programs, we will remove this target from the upcoming SDS.</p>	

Note :

Most of the data and assessments presented in the above table were taken during the summer of 2006. Consequently, it is possible that the above results and conclusions may change slightly by April 2007.

Our Commitments

RESULTS BASED CONTRIBUTIONS

CSC realizes that the concept of sustainable development is constantly evolving, even though the principles, which are based on the integration of social, economic and environmental issues, remain unchanged. In developing new commitments for our SDS 2007-2010, we placed particular emphasis on contributions that support the federal government's objectives while still being geared towards achieving results that are consistent with the following key issues:

- Protecting the health of Canadians and ecosystems;
- Pollution prevention;
- Respecting natural resources and environmental capacities;
- Promoting intra- and intergenerational equity;
- Improved communication of SD issues in organizational decision making processes to properly integrate environmental considerations with economic and social considerations.

Although we would have preferred a long term perspective for all the commitments set out in our SDS 2007-2010, our experiences with the three earlier SDSs indicate otherwise. In this SDS, we considered a number of future requirements, such as the inevitable shifting of priorities, uncertainty regarding the level of human resources dedicated to advancing our SDS and our ability to implement more monitoring tools or improve existing ones. We believe that most of our targets should be in a three year framework if we want to continue to give each target the attention it deserves in terms of management.

While establishing our commitments, we also reviewed the targets that were kept from the last SDS in relation to the progress made to date and the level of resources required. Accordingly, certain targets were dropped or reduced, while others were added.

Although *SDS Revision 2003* allowed for some significant progress, the work must continue to meet our SDS commitments. To this end, we have revisited what is important and what we can reasonably accomplish in setting new goals, objectives and targets for SDS 2007-2010. Our commitments are largely consistent with those set out in *SDS Revision 2003*.



COMPONENTS OF THE LOGIC MODEL

The CESD has repeatedly identified the need to link targets with long term objectives and goals. The Guide prepared by the Interdepartmental Network on Sustainable Development Strategies (INSDS) again suggests the use of a logic model to clearly illustrate these links. We have used a logic model to help us link our commitments in a concise and consistent manner so that outcomes can be pursued in ways that will show long term progress.

The components of the logic model can be defined as follows:

Goal: Sets a general direction and parameters for action.

Objective: The general purpose of each goal.

Target/Commitment: The actions/activities/projects that the organization plans to implement within a certain time frame to contribute to the federal government's outcomes.

Performance Measure: A qualitative or quantitative method of measuring an outcome or result in order to evaluate the performance of a program, policy or initiative. These measures are established at the organizational level as a way of determining whether commitments have been met.

The logic model on the following page (see table below) presents the new CSC commitments, while the related action plan and performance measures are found in the subsequent section.

NOTES ON LOGIC MODEL :

- 1) For assessment purposes of progress achievements and performance measurement during the SDS 2007-2010 cycle, all targets and commitments come into effect as of April 1, 2007.
- 2) All our departmental commitments support the sustainable development goals of the federal government.

LOGIC MODEL

Sustainable Development Strategy 2007-2010 of the Correctional Service of Canada

STRATEGIC OUTCOME

CONTRIBUTE TO A JUST, PEACEFUL AND SAFE CANADIAN SOCIETY, RESPECTFUL OF NATURAL RESOURCES AND ECOLOGICAL CAPACITIES.

GOAL # 1 Contribute to the reduction of greenhouse gas (GHG) emissions that are responsible for climate change			GOAL # 2 Contribute to the protection of the atmosphere		GOAL # 3 Contribute to the conservation of the tropospheric air quality	GOAL # 4 Contribute to the protection of the hydrosphere
OBJECTIVE 1.1 Reduce greenhouse gas emissions (GHG), in particular CO ₂ , to attenuate climate change			OBJECTIVE 2.1 Reduce the environmental impacts of air pollution on ecosystems, the natural and built heritage		OBJECTIVE 3.1 Reduce the risks to human health and well-being caused by poor air quality in the lower atmosphere	OBJECTIVE 4.1 Reduce water and aquatic ecosystems pollution
COMMITMENT Reduction of carbon dioxide (CO ₂) emissions produced by our central heating plants and institutional heating systems.	COMMITMENT Reduction of indirect carbon dioxide emissions attributable to our consumption of electricity.	COMMITMENT Reduction of carbon dioxide emissions produced by fuel combustion from our on-road vehicle fleet.	COMMITMENT Improvement to monitoring practices of nitrogen oxide emissions (NO _x) from our central heating plants, which contribute to smog and acid precipitation.	COMMITMENT Reduction of the risks of halocarbon releases from our central refrigeration and/or air-conditioning systems, which contribute to the stratospheric ozone layer depletion.	COMMITMENT Reduction of volatile organic compound emissions (VOCs) from our petroleum storage tanks, that contribute to urban smog.	COMMITMENT Implementation of projects to upgrade our wastewater treatment systems in order to improve their current operational performance.
TARGET 1.1.1 By March 2010, we will reduce our natural gas and/or heating oil consumption by 2% (excluding new constructions and CORCAN operations). ^a	TARGET 1.1.2 By March 2010, we will install 2 large wind turbines and implement other renewable energy projects. ^a	TARGET 1.1.3 By March 2010, 10% of all new acquired vehicles will have been hybrid models or will run on alternative fuels.	TARGET 2.1.1 By March 2010, we will optimize boiler operation, including NO _x emissions measurements, by expanding the annual tune-up of large boilers to all regions.	TARGET 2.1.2 By March 2010, we will replace the 3 large cooling systems that represent the highest risk of leaks.	TARGET 3.1.1 By March 2010, we will implement 5 Phase 1 and 2 VOCs Recovery Projects on our petroleum storage tanks.	TARGET 4.1.1 By March 2010, we will implement 3 projects to improve the quality of targetted outfalls from our wastewater treatment systems.

^a In addition to direct actions aimed at reducing CO₂ emissions, we will also pursue electricity saving initiatives. As well, we will consider tree planting opportunities on some of our sites and/or surrounding communities.

GOAL # 4 Contribute to the protection of the hydrosphere	GOAL # 5 Contribute to the support of sustainable communities		GOAL # 6 Contribute to the sustainable use of the natural resources			GOAL # 7 Contribute to the reinforcement of governance and decisions that support SD
OBJECTIVE 4.2 Promote water conservation	OBJECTIVE 5.1 Promote a high level of environmental quality in communities		OBJECTIVE 6.1 Encourage responsible and efficient use of natural resources that preserve and protect the quality of the environment			OBJECTIVE 7.1 Measure performance toward SDS commitments
COMMITMENT Reduction of our water consumption via the implementation of multiple measures to conserve potable water.	COMMITMENT Remediation of contaminated sites and other sources of contaminants, such as farm operations.	COMMITMENT Continuation of environmental site assessments (ESA) of potentially contaminated areas based on ecotoxicological risks.	COMMITMENT Consolidation and improvement of our institutional recycling and composting programs.	COMMITMENT Development and publication of a departmental policy on green procurement.	COMMITMENT Training on green procurement for our purchasing officers.	COMMITMENT Presentation of regular SDS progress reports to Senior Management.
TARGET 4.2.1 By March 2010, we will reduce our potable water consumption by 10%.	TARGET 5.1.1 By March 2010, we will proceed with the remediation of a minimum of 3 priority contaminated sites and expand our environmental farms management plan.	TARGET 5.1.2 By March 2010, we will proceed with a minimum of 6 new environmental assessments of potentially contaminated sites based on their risks to health and ecosystems.	TARGET 6.1.1 By March 2010, we will conduct 5 institutional solid waste audits (one per region). This will allow us to further improve our solid wastes management practices.	TARGET 6.1.2 By March 2010, we will develop and publish an internal policy on green procurement.	TARGET 6.1.3 By March 2010, 50% of our purchasing officers will receive training on green procurement.	TARGET 7.1.1 Starting April 2007, a SDS progress report will be prepared twice a year for Senior Management.

Reporting and Performance Measures

REPORTING

Since we are required to report on our programs and activities, and in order to implement and improve future reporting and communications on our sustainable development performance, in SDS 2007-2010, we have set logically linked goals, objectives, targets and commitments that can be measured. While SDS 2007-2010 is in effect, we will continue to improve our environmental management, data capture and internal reporting 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 sustainable development.

PERFORMANCE MEASURES

The performance measures (or "indicators") that we will use are as follows:

- Weight (in metric tonnes) of CO₂ emissions produced by our central heating plants and institutional heating systems;
- Number of renewable energy production projects implemented;
- % of new acquired vehicles that run on alternative fuels (hybrid and E85);
- Number of measures to improve the efficiency of our large boilers;
- Number of halocarbon cooling systems replaced;
- Number of phase 1 and 2 VOC recovery projects/units installed/completed;
- Number of projects to upgrade our wastewater treatment systems implemented;
- Number of measures to conserve potable water implemented;
- Potable water consumption (litres/occupant/day);
- Number of priority contaminated sites remediated;
- Number of actions taken to expand the EFPs;
- Number of assessments of potentially contaminated areas;
- Number of solid waste audits conducted;
- Estimate of weight of landfilled solid waste (kg/occupant/day)
- Publication of an internal policy on green procurement;
- Number of employees who received training on green procurement;
- Number of SDS progress reports presented to Senior Management.

ACCOUNTABILITY FRAMEWORK AND ACTION PLANS

In 2006, we improved then tested an accountability framework based on the targets of the *SDS Revision 2003* in our offices of primary interest (OPI). Based on the results of this exercise, we are now ready to formally and systematically introduce an accountability framework for our SDS 2007-2010. This management tool will show the progress achieved throughout our SDS. By distributing the work among

various levels of our organization, the accountability framework will basically use action plans to foster a culture of accountability on a number of levels and, more importantly, the sharing of environmental responsibilities which are essential for integrating and fulfilling the commitments made in our SDS 2007-2010. Lastly, the table below provides a summary of our accountability framework and the action plans for each commitment outlined in our SDS 2007-2010.

TARGET – ACTION	OPI	EXPECTED PERFORMANCE
1.1.1 – Implementation of energy efficiency projects and measures	RATS	2% per region by 2010
1.1.2 – Installation of wind turbines and number of other renewable energy projects implemented	DGTS	Projects implemented by 2010
1.1.3 – Acquisition of new energy efficient vehicles	DGTS	10% per year
2.1.1 – Number of annual tune-up of large boilers	DGTS	All large boilers annually
2.1.2 – Replacement of large cooling systems	RATS	3 projects by 2010
3.1.1 – Installation of phase 1 and 2 VOC recovery units for petroleum storage tanks	RATS-ONT	4 projects-ONT
	RATS-PAC	1 project-PAC
4.1.1 – Projects to upgrade our wastewater treatment systems	DGF	3 projects by 2010
	RATS	
4.2.1 – Measures to conserve potable water	DGTS RATS	10% reduction by 2010
5.1.1 – Projects to rehabilitate contaminated sites;	DGTS	At least 3 rehabilitation projects by 2010
– Projects to implement environmental farm plans	CORCAN DGTS	Actions to expand EFP
5.1.2 – Assessments of potentially contaminated sites	DGTS	At least 6 sites by 2010
6.1.1 – Solid waste audits conducted	RATS	1 project / region by 2010
6.1.2 – Development of a policy on green procurement	Director, Operations	Publication by 2010
6.1.3 – Training of purchasing officers on green procurement	Director, Operations	50% trained by 2010
7.1.1 – Presentation of SDS progress reports to senior management	DGTS	2 reports per year

Appendix 1 – Summary of Consultations

Consultations for SDS 2007-2010 began with CSC discussing what was feasible to accomplish in the next few years. In order to gain an understanding of how we may better integrate the SDS with the corporate business lines, we consulted various groups, including material management and procurement, fleet management, and the facilities and technical services divisions in our regional headquarters. Additional internal consultations were held with managers and operational groups across the Agency to ensure that we settled on commitments that were both important and achievable.

Appendix 2 – List of Acronyms and Technical Abbreviations

ACRONYMS

CCRA: <i>Corrections and Conditional Release Act</i>
CESD: Commissioner of the Environment and Sustainable Development
CSC: Correctional Service of Canada
DGF: Director General, Facilities
DGTS: Director General, Technical Services
DPR: Departmental Performance Report
EFP: Environmental Farm Plan
EMS: Environmental Management System
EXCOM: CSC National Executive Committee
INSDS: Interdepartmental Network on Sustainable Development Strategies
NHQ: National Headquarters
OPI: Office of Primary Interest
PSEPC: Public Safety and Emergency Preparedness Canada (department)
RATS: Regional Administrator, Technical Services
RHQ: Regional Headquarters
RMC: Regional Management Committee (at CSC)
RPP: Report on Plans and Priorities
SD: Sustainable Development
SDS: Sustainable Development Strategy
SOA: Special Operating Agency (i.e., CORCAN)

TECHNICAL ABBREVIATIONS

CH ₄ : methane (natural gas)
CO ₂ : carbon dioxide
VOC: volatile organic compound
E85: Ethanol 85% (vehicle fuel with 85% ethanol and 15% gasoline)
GHG: greenhouse gas
kg: kilogram
kW: kilowatt
L: litre
m ³ : cubic metre
MJ: megajoule (unit for measuring energy)
NO _x : nitrogen oxides
SO _x : sulfur oxides