



Canada Revenue
Agency

Agence du revenu
du Canada

Summary of the Corporate Business Plan 2021–22

with perspectives to 2023–24

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represented by the Minister of National Revenue,
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Canada Revenue Agency

Mission

To administer tax, benefits, and related programs and ensure compliance on behalf of governments across Canada, thereby contributing to the ongoing economic and social well-being of Canadians.

Vision

Trusted, fair and helpful by putting people first.

Values

Integrity: We establish and preserve trust with all stakeholders by applying the law fairly and upholding our standards.

Professionalism: We are knowledgeable, accurate, conscientious, innovative, and service-oriented.

Respect: We interact with people in a way that makes them feel heard and valued. We listen and respond judiciously.

Collaboration: We recognize and act on opportunities to work together to deliver the CRA's mandate. We consult and share ideas, fostering innovation and improving the service experience, both internally and externally.

Message from the Minister



2021 marks my sixth consecutive year as Minister of National Revenue, responsible for the Canada Revenue Agency (CRA), and I am honored to continue my work serving Canadians, especially through this ongoing pandemic. In 2021–22, I look forward to continuing to deliver on my mandate letter commitments by working to ensure that the CRA is a trusted, fair and helpful organization that meets the needs and expectations of all Canadians.

I am proud of the way the CRA responded to the challenges that the COVID-19 pandemic has presented, and of how it will continue efforts to modernize service offerings to clients and ensure that interactions with Canadians are empathetic, respectful, and client-centric. Services such as the Liaison Officer (LO) Service will continue to support small businesses and self-employed individuals in meeting their tax obligations, and the Community Volunteer Income Tax Program (CVITP) will keep helping eligible individuals complete their tax returns free of charge. Because of the pandemic, the CRA has shifted to offer this assistance digitally using secure videoconferencing platforms and aims to remove technological barriers to accessing these programs as to provide better service.

Like many organizations around the world, the CRA faces persistent and sophisticated cyber threats. The CRA will continue to invest in security and improve technologies, processes and

controls to neutralize and combat these threats.

Canadians will also see the CRA continue its efforts to ensure compliance in an empathetic way over the next year. By using its business intelligence, the CRA will identify and address emerging risks and challenges, and be more responsive to client needs and expectations. The CRA will also advance tax certainty on the international stage by actively participating in the International Compliance Assurance Programme (ICAP). The CRA will consider imposing penalties on repeat offenders while focusing on high-risk issues and criminal investigations.

The CRA has a responsibility to be economically, environmentally, and socially responsible to Canadians. One of the ways in which it will uphold this responsibility is through its sustainable development. The CRA will continue to incorporate sustainable development into its operations, including the reduction of the amount of waste it sends to landfills from its buildings.

The COVID-19 pandemic has highlighted the hard work of the CRA's employees. I am proud of their efforts and achievements. It is their dedication that makes it possible to accomplish the commitments set out in this plan. During 2021–22, the CRA will ensure that lessons learned from the pandemic are put into practice on an ongoing basis. In addition, it is important to recognize that for the CRA to continue

to thrive, it must prioritize inclusivity. Through consultations across the CRA, positive ideas were heard about how to create a more diverse and inclusive organization. The ideas that arose as a result of these discussions are the roadmap to an inclusive future, so that the workplace can become fully diverse and inclusive for everyone.

I invite you to discover more about how the CRA plans to better serve Canadians by reading onward. As the Minister of National Revenue, I am very proud to present the Canada Revenue Agency's Corporate Business Plan 2021–22 with perspectives to 2023–24. I look forward to what will be accomplished for Canadians.

The Honourable Diane Lebouthillier, P.C., M.P.
Minister of National Revenue

Foreword from the Chair



On behalf of the Canada Revenue Agency's (CRA) Board of Management (the Board), I am pleased to recommend this plan, to the Honourable Diane LeBouthillier, Minister of National Revenue. The Board is responsible for developing the CRA's Corporate Business Plan and overseeing the CRA's organization and administration, including management of its resources, services, property, personnel and contracts.

Over the course of 2020, the COVID-19 pandemic required the CRA to rapidly respond to significant challenges. It pivoted its operations, first to ensure the continued safety and well-being of its employees, then to deliver new emergency relief measures on behalf of the Government of Canada and maintain its essential tax and benefit services for Canadians. The Board believes the velocity and agility with which the CRA responded to the crisis demonstrates the incredible capacity, dedication and skills of its workforce and leadership, as well as the incredible value of its People First philosophy.

The pandemic also presented new opportunities for the CRA to evaluate its business delivery model. In order to adapt, it adjusted its processes using rigorous change and risk management approaches. This adaptation helped ensure the continuation of secure services to Canadians and support for its employees.

The Board will continue to oversee the CRA to ensure it remains focused

on delivering its core responsibilities. Through its various committees, the Board will oversee and ensure that the CRA uses its resources in an efficient and effective manner, resulting in the best possible outcomes for Canadians.

This plan and its commitments ensure alignment of the CRA's strategies and long-term vision with its mandate. The pandemic and its aftermath may require the CRA to reprioritize and adjust its programs, and the Board will work with senior management at the CRA to support them in such situations, if and when they arise.

In June 2020, the Board held its annual planning sessions virtually, in partnership with the CRA's senior management, to identify top priorities and initiatives for this planning period. This plan details these five joint strategic priorities, along with the CRA's plans to deliver results that are meaningful to Canadians and support its vision of being trusted, fair and helpful by putting people first. The Board will support the CRA in the following ways.

Providing a seamless, empathetic, and client-centric service experience

The Board will remain focused on overseeing the CRA's efforts towards providing an unparalleled service to its clients, which is based on a strong service culture and its People First philosophy.

To ensure that all CRA interactions with its clients are conducted with empathy and respect, the Board will

oversee the CRA's efforts to provide its employees with the necessary knowledge and tools on dealing with clients empathetically.

Enhancing the fairness of Canada's tax and benefit administration

In support of the Minister's priorities, the Board will support the CRA in its pursuit of willfully non-compliant companies and individuals. The Board will also support the CRA's approach to supporting client compliance by providing correct information and outreach to them, so that they understand their tax obligations and access the benefits and credits for which they are eligible. The CRA, under the Board's oversight, will enhance Canadians' trust by working with partners, both within Canada and internationally, to detect and deter non-compliance.

Strengthening trust through enhanced security, transparency and accountability

The Board recognizes the importance of safeguarding taxpayer information and protecting the privacy of Canadians. The majority of taxpayers comply with the tax laws, and improving transparency, accountability, and custodianship of their personal information will further substantiate the trust that they place in the CRA. The Board will vigilantly oversee the CRA's efforts in further strengthening its networks and information security.

Fostering an innovative and data driven organization

The pandemic has taught us that innovation is the key to any organization's success and viability. The Board will oversee and support the CRA's drive towards exploring innovative methods to improve its processes and service to Canadians. The CRA is a data driven organization and the Board will ensure that it remains focussed on using its large repository of data to make sound business decisions. The CRA will accomplish this under the Board's oversight by using better data analytics tools and ethical use of artificial intelligence.

Promoting a thriving and inclusive workforce

The CRA's most important asset is its employees and this was certainly demonstrated during the pandemic, when the Government of Canada entrusted the CRA to support

millions of Canadians by delivering economic relief to them. Furthermore, the global anti-racism events of 2020 brought about a renewed focus on the importance of diversity and inclusion.

The Board's focus will be overseeing the CRA's efforts towards ensuring the mental and physical well-being of its employees, including supporting them in their new remote workspace, so that they are productive and able to serve and meet clients' expectations.

The Board will oversee the CRA's implementation of diversity and inclusion recommendations in response to what was heard from employees' experiences of inclusion, racism, and discrimination in the workplace. The Board is committed to the CRA being a harassment-free, diverse, and inclusive workplace.

Other key areas of interest

The Board continuously strives to achieve world-class governance, through internal and external evaluations and also by learning from other public and private sector Boards. To oversee and add value to the CRA, the Board will ensure it has the competencies and the skills needed. Director development events will remain a central focus, as a way to build collective competencies and learn about the ongoing business and associated risks at the CRA.

Due to the pandemic and the introduction of new ways of working, certain corporate policies may need to be reviewed and updated to reflect these new processes. As part of good governance and risk oversight, the Board will monitor and approve corporate policies and continue to strengthen the CRA's corporate policy framework.

The Board supports the CRA's commitment to helping the Government of Canada meet its climate change targets. In support of this, the Board will review and receive updates on the CRA's sustainable development work and expect the CRA to set more ambitious corporate social responsibility targets. Although voluntary, the Board anticipates the CRA's full participation in the annual Government of Canada's workplace charitable campaign. The Board will also

actively participate, in an effort to help our most vulnerable communities recover from the pandemic.

Although COVID-19 required the CRA to pivot and shift some of its commitments in 2020, the Board and the CRA remain focused on achieving the strategic priorities set out in this plan. The Board recognizes that during the early stages of the pandemic, the CRA had to close its work sites and stop some of its business operations to ensure the safety and well-being of its employees, and the delivery of critical emergency relief benefits to Canadians. As the CRA resumes full operations, the Board will monitor the workloads affected by the pandemic, and ensure the CRA has effective plans in place to resolve these backlogs and return to expected service levels. The Board will continue to encourage the CRA to be agile and innovative in serving the needs of clients, now and in the future. This agility and innovation will help the CRA in being a world-class tax and benefit administration.

Suzanne Gouin

Chair, Board of Management

Message from the Commissioner



As we plan for 2021–22, I reflect on how proud I am of how rapidly the CRA mobilized to launch meaningful new programs in response to the COVID-19 pandemic, and adapted the administration of tax and benefits to support Canadians. This would not have been possible without the efforts of our employees, many of whom were personally affected by the pandemic, who stepped up to deliver important programs to individuals, businesses, and charities that will help them get through the pandemic, all while adapting to an entirely new way of working. I am extremely grateful for their work in service of Canadians.

The need to adapt quickly and in some instances, assume the responsibility of delivering new programs, has demonstrated the resilience of the CRA and its employees. The COVID-19 pandemic is expected to continue to impact the lives of Canadians and the CRA will continue to play a role in the government's response to it. The CRA was well positioned to respond to the pandemic given the work that had already begun to transform our digital services and adopt a People First philosophy, which continue to be vital to our success moving forward.

Our People First philosophy puts people at the center of everything we do, and details how we will provide a seamless, empathetic, and client-centric service experience to Canadians. Before COVID-19, we began making information easier to access and understand, and we will continue to accelerate our use of

digital tools to offer service that is smooth and uncomplicated. The key to providing good service does not only rely on our tools or products, but also on the way that we design them and interact with Canadians. Going forward, we are taking additional measures to make sure that clients feel heard, respected and valued at every point of interaction they have with the CRA.

As the protectors of Canada's tax base, we must ensure that every Canadian pays their fair share of taxes. This is especially significant given the uncertainty of the current economic context. Over the next three years, we will be enhancing the fairness of Canada's tax and benefit administration by focusing on emerging tax risks. When we have identified instances of non-compliance, we will be flexible in our approach and tailor our response accordingly.

Canada's tax and benefit administration functions only as a result of Canadians placing their trust in us, and this is a responsibility that we do not take lightly. Several significant disruptions occurred in 2020—from the onset of the COVID-19 pandemic to the summer 2020 cyber attacks—and it is reasonable that this would create feelings of distress or concern for our clients. We continue to work hard to strengthen Canadians' trust in the CRA by enhancing our security to protect their personal information. We also aim to increase our accountability to the population we serve. We will be communicative and transparent about

our operations for both successes and areas in need of improvement.

Creating a better future begins by imagining the possibilities that lie ahead. If we are hoping to be more efficient and effective in the delivery of our programs to Canadians, we must cultivate a culture of exploration, experimentation, and innovation to discover how we can improve our operations. We will glean insights from our data to identify key areas of improvement and opportunities for innovation. We will create a safe environment for ideas to flourish and identify ways of incorporating these conditions into our day to day operations. Fostering an innovative and data-driven organization will allow us to create the future that our clients expect, while remaining agile in our ability to provide necessary services to Canadians.

Service, fairness, trust, and innovation all originate from the same place: our devoted employees. Our employees have elevated their efforts amidst the turmoil of the last year, and I am proud and deeply appreciative of their hard work. That is why it is a priority to support them by promoting a thriving and inclusive workforce. For the fourth year in a row, the CRA has been named one of Canada's Top 100 Employers and one of the Top 100 Employers for Canadians Over 40, and we will work hard to maintain this distinction. We will draw strength from our diversity, and focus on embedding an ethos of inclusivity throughout our organization. Our focus will be on supporting the safety and well-being of our employees, regardless of how our operations evolve as our workforce adapts to new physical and virtual workspaces.

Our priorities are at the centre of this plan, and they allow us to adapt and remain agile in the face of uncertainty. With these priorities as our guide, this plan will set out how we will continue to fortify the social and economic well-being of all Canadians.

I am pleased to provide you with a plan that illuminates the path ahead by drawing our next three years into sharper focus. Our development as a world-class tax and benefit

administration is never complete, and I look forward to continuing the journey.

Bob Hamilton
Commissioner of the Canada Revenue Agency



Contents

Message from the Minister	iv
Foreword from the Chair	vi
Message from the Commissioner	ix
Plans at a glance	2
Risk	6
Core responsibilities	8
Core responsibility: Tax	8
Core responsibility: Benefits	11
Priorities	15
Providing a seamless, empathetic and client-centric service experience	15
Enhancing the fairness of Canada's tax and benefit administration	22
Strengthening trust through enhanced security, transparency and accountability	25
Fostering an innovative and data-driven organization	29
Promoting a thriving and inclusive workforce	33
Planned spending and human resources	37
Corporate information	42

Plans at a glance

The CRA administers taxes, benefits and related programs for governments across Canada, to contribute to the economic and social well-being of Canadians. The CRA's work is critical to generating the revenue needed to support government operations and to provide benefits to specific client populations, such as modest-income households or persons with disabilities. Together these activities contribute to the economic and social well-being of Canadians in a variety of ways, from healthcare to transportation and beyond.

In light of the changing environment, the CRA and its Board of Management reassessed previous-year priorities to ensure they remain relevant. They are pushing the organization to continue the service transformation it began in 2018 to meet the [mandate set out for the Minister of National Revenue](#) and to take advantage of the lessons learned during the COVID-19 pandemic.

The reassessment resulted in the identification of the following five strategic priorities for ensuring the CRA remains a world-class tax and benefit administration that delivers results to Canadians:

Priority	Objective
Providing a seamless, empathetic, and client-centric service experience	Ensure clients feel understood, respected, and valued
	Provide convenient access to services and support, while making information easier to find and understand
	Improve service to clients by accelerating the use of digital tools and processes
Enhancing the fairness of Canada's tax and benefit administration	Sharpen the focus on emerging tax risks
	Adjust the compliance approach according to the degree of non-compliance
Strengthening trust through enhanced security, transparency and accountability	Strengthen security
	Effectively manage clients' personal information and data
	Increase transparency and accountability
Fostering an innovative and data-driven organization	Enhance operations and use of data
	Drive the institutionalization of innovation and the adoption of an agile methodology
Promoting a thriving and inclusive workforce	Support well-being, safety, diversity and inclusion in all it does
	Support the productivity of a workforce that is adapting to a new physical and virtual workspace

The CRA approaches its administrative responsibilities with the underlying premise that most people are honest and, given the opportunity and right services, will meet their tax obligations. This approach aligns with the CRA's people first philosophy and focus on helping clients comply.

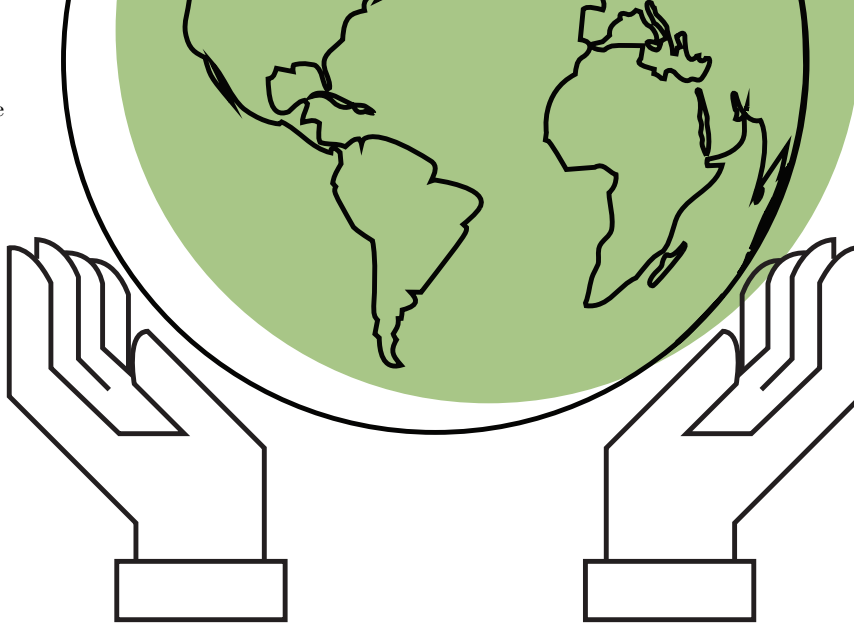
The CRA's services and activities fall along a continuum that runs from facilitating compliance by continuously promoting it, through education and outreach, to enforcing compliance through a series of steps that include verification and audit, collection, and criminal investigation. Clients who do not agree with the CRA's decisions can seek redress through a dispute resolution process.

The CRA priority of **providing a seamless, empathetic, and client-centric service experience** supports the Minister of National Revenue's mandate to implement a client-based service model that is fair, helpful and user friendly. This priority sets out the operational steps the CRA is taking to strengthen its relationship with its clients. The CRA takes an education-first approach to compliance by providing more convenient access to information that is easy to understand. It is also accelerating service improvements using data and behavioural insights. The CRA supports the Minister's mandate to counter tax avoidance and evasion in its priority of **enhancing the fairness of Canada's tax and benefit administration**, which focuses on compliance activities and, in particular, providing a proportionate response in its compliance operations.

The remaining three priorities make critical, strategic contributions to enabling CRA success. The priority of **strengthening trust through enhanced security, transparency and accountability** will help the CRA maintain and build the public's trust and support the Minister's mandate to protect Canadians' privacy. In an increasingly sophisticated cyber threat environment, the CRA will work to improve overall compliance rates by continuously strengthening security, effectively managing clients' personal information and increasing transparency. The CRA supports

The CRA's priorities guide the realization of its vision, mandate and delivery of its core responsibilities for tax and benefits.

The Board of Management oversees the management of the CRA's resources, services, property, personnel and contracts to deliver on its priorities.



the Minister's mandate to modernize the CRA through the priority of **fostering an innovative and data-driven organization**. The CRA will evolve its use of data and make a conscious effort to institutionalize lessons learned, while continuing to stimulate a culture of innovation. However, none of this is possible without the contribution of its valued employees and the ongoing collaborative and progressive relationships the CRA has with both bargaining agents. This is why the CRA has a continuing strategic priority of **promoting a thriving and inclusive workforce**. A particular focus in this plan is to support the Minister's mandate to build a strong and resilient public service by supporting employees' well-being and safety, the diversity and inclusion of its workforce in all it does, and supporting the productivity of its workforce.

In addition to these priorities, the CRA is committed to taking action on climate change. Its [Departmental Sustainable Development Strategy for 2020 to 2023](#) details efforts to transition to low-carbon, climate resilient, and green operations. The CRA is taking important steps to adapt to climate change, reduce its greenhouse gas emissions, travel and commute sustainably, divert and reduce waste, procure environmentally friendly products and services, reduce paper consumption, and promote sustainable practices.

The Government of Canada seeks to advance gender equality in all areas. In support of this initiative, the CRA reviews new proposals for programs and services through a Gender-based Analysis Plus (GBA+) lens. This includes examining the economic and social differences between men, women, Indigenous peoples and other segments of the population to identify factors that may impede their

access to the benefits for which they are eligible and develop appropriate solutions to address these factors. In addition, the CRA:

- helps develop policies and proposals in support of government initiatives
- promotes the annual GBA+ Awareness Week
- contributes to the Forum of Tax Administration Gender Balance Network

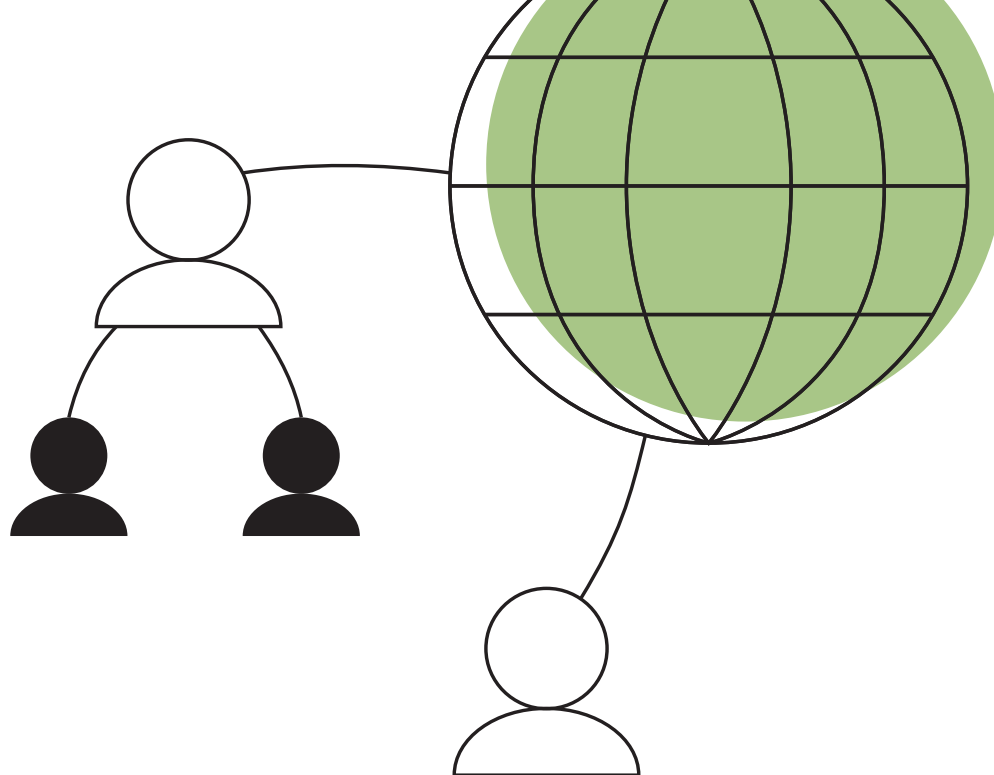
For more information on the CRA's plans, priorities and planned results, see the "Priorities" section of this plan.

COVID-19

The COVID-19 pandemic has had an unprecedented impact on the lives of Canadians. The CRA has played a leading role in the Government of Canada's response and will continue to do so. At the start of the pandemic, the CRA and its employees quickly adapted and rapidly launched new programs to help deliver the Government's Economic Response Plan. Building on its people-first approach to service, innovative mindsets, and a solid tax and benefit administration foundation, the CRA adapted its IT infrastructure and deployed new technology quickly to meet this challenge. Its employees demonstrated their resilience and delivered the support Canadians needed.

Although there has not yet been an opportunity to assess all lessons learned from the COVID-19 experience, the path set out during the early days of the pandemic points to a new way of doing business.

The CRA's work in recent years to transform into a client-centric, digital organization guides its actions in supporting clients during this time. This has well positioned



the CRA to make changes, including to its systems, and will continue to guide the organization as it accelerates digital transformation.

In 2021–22, the CRA will continue to administer emergency measures and recovery benefits to help Canadians and businesses facing hardship as a result of COVID-19, including the following measures:

- Canada recovery benefit (CRB)
- Canada recovery caregiving benefit (CRCB)
- Canada recovery sickness benefit (CRSB)
- Canada emergency rent subsidy (CERS)
- Canada emergency wage subsidy (CEWS)

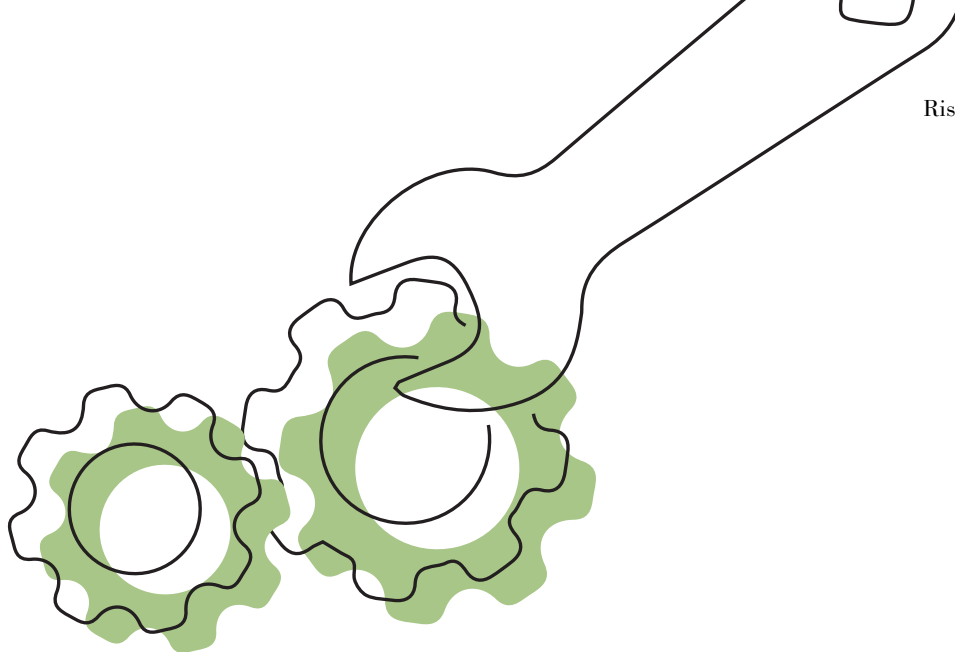
While the pandemic will continue to bring challenges, the CRA will pursue its practice of closely monitoring service levels as a critical step in evaluating its operations and delivering its programs and services. It will examine the impacts of reduced activity due to the COVID-19 pandemic and develop actions plans to address resulting backlogs. The CRA will apply the lessons learned from its response to COVID-19 so it can seize opportunities and continue to innovate with virtual workplaces, agile technology development, accelerated digital solutions, and workforce flexibilities.

Risk

The CRA conducts regular environmental scans and maintains a corporate risk profile to track ongoing risks that could impact its ability to deliver on its core responsibilities. For 2021–22, COVID-19 has exposed several risks that affect all aspects of the organization. As the CRA navigates these uncertain times, it is anticipating how key global trends in its external environment may shape how clients perceive their experiences with the CRA, comply with their tax obligations and trust the CRA to protect their personal information. It is also looking at how these trends affect its employees across the country.

For each priority, the CRA and Board of Management have identified objectives, key initiatives and associated commitments that, if executed, will help lessen risks. Effectively reducing these risks will enhance the CRA's resilience in an increasingly volatile, uncertain and complex world. It will let the organization put effective strategies in place today, so it can be in synch with the operating environment of tomorrow. Here are the risks the CRA is facing:

- Providing a seamless, empathetic and client-centric service experience
 - » **Service experience:** The CRA's services and client interactions will not meet the expectations of those it serves, both internally and externally.
 - » **Public image:** The CRA's public image will be impacted by communications with taxpayers, businesses, benefit recipients, tax intermediaries and other stakeholders.
- Enhancing the fairness of Canada's tax and benefit administration
 - » **Stakeholder collaboration:** The CRA's positive relationships and partnerships with provincial, territorial, and international partners could be impacted.
 - » **Tax debt:** The growth of the tax debt will outpace the growth of revenues, making it difficult for the Government of Canada to fund government programs and services.
 - » **Underground economy:** The social acceptability of, and participation in, the underground economy will increase; making it difficult for the CRA to ensure business income is properly reported.
 - » **Platform economy:** Income earned by individuals and businesses through online platforms will not be identifiable using conventional techniques, making it difficult to ensure business income is properly reported.
- Strengthening trust through enhanced security, transparency and accountability
 - » **Cyber security:** Cyber threats will compromise CRA IT systems, services and taxpayer information.
 - » **Protection of taxpayer information:** The CRA will unintentionally release, lose, or compromise taxpayer information.



- Fostering an innovative and data-driven organization
 - » **Emerging technology:** The CRA will not be able to transform services or leverage modern IT approaches, methodologies, tools and techniques to facilitate experimentation and learning, and it will not have timely resourcing and procurement mechanisms in place to quickly gain access to emerging technology.
 - » **Business intelligence:** The CRA will not maximize the use of data, business intelligence, analytics, and artificial intelligence to meet the current and future needs of programs, services, and operations.
- Promoting a thriving and inclusive workforce
 - » **Employee health, well-being and safety:** Employees may become disengaged and less productive if they do not feel that the CRA has adequately demonstrated that addressing workplace and workforce well-being is a priority.
 - » **Workforce transformation:** The CRA will not attract, develop and retain future leaders and have a nimble workforce with the skills needed to meet the evolving business practices and environment of the CRA.

prepared with strong mitigation plans. During the pandemic, the Board, in partnership with the CRA, developed the Risk and Control Dashboard specific to the pandemic. Some of the corporate risks identified in the context of the pandemic, such as employee health, well-being and safety, cyber security, service experience, public image, protection of taxpayer information and workforce transformation, will continue to be part of the Board's regular discussions with CRA management.

The Board of Management approves, monitors and receives regular updates on the CRA's Corporate Risk Profile. The Board also oversees and works with CRA senior management to scan the external environment to uncover blind spots and identify emerging risks to ensure the organization is

Core responsibilities

The CRA administers tax and other legislation and collects revenue, including income and sales taxes and employment insurance premiums, as well as amounts, like Canada Pension Plan contributions, on behalf of the Government of Canada and many provinces and territories. In addition, we administer First Nations and Indigenous self-government taxes that are harmonized with federal legislation. We also deliver a number of social benefit programs to Canadians for the federal, provincial and territorial governments.

The expected departmental results for each core responsibility have been amended to be more outcome-based and to clearly reflect the CRA's desired goals. For example, the statement that the right tax revenue will be secured for Canadians was added. Furthermore, the departmental result performance indicators have been amended to better measure progress towards the departmental results. These changes include removing indicators that are limited-term or program-based and refining other indicators to clarify their meaning or to strengthen their quality. The CRA will continue to refine indicators as necessary to ensure they reflect its planned results while providing value to decision-makers, parliamentarians, and Canadians.

Core responsibility: Tax

The CRA's core responsibility for tax is to ensure that Canada's self-assessment tax system is sustained by providing clients with the support and information they need to understand and fulfill their tax obligations. The CRA also takes compliance and enforcement actions when necessary to uphold the integrity of the system. When clients disagree with an assessment or decision we have made, we offer avenues for redress.

Activities related to the core responsibility for tax include:

- informing clients of their rights, responsibilities and entitlements under Canada's tax laws (the Income Tax Act, the Excise Tax Act and the Excise Act, 2001) and the Taxpayer Bill of Rights
- issuing rulings and interpretations to clarify how tax laws are applied
- processing and assessing client returns and collecting taxes owed or refunding excess income tax paid
- conducting reviews and audits, applying various penalties and investigating suspected cases of willful non-compliance for tax evasion, fraud, and other serious tax law violations
- offering a process for resolving disputes
- registering businesses, charities and deferred income and savings plans
- determining whether a worker's employment is pensionable or insurable under the Canada Pension Plan or the Employment Insurance Act
- resolving cases of double taxation with tax treaty partners

The CRA also administers programs for the federal, provincial and territorial governments. These programs provide billions of dollars in incentives for scientific research and experimental development, film and media production, and other targeted credits and deductions that generate refunds or reduce the amount of tax that clients would otherwise owe. Through these tax incentives, the Government of Canada helps encourage the pursuit of information, innovative ideas and technologies that stimulate economic growth and competitiveness.

Budgetary financial resources (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending ¹	2022–23 planned spending	2023–24 planned spending
3,464,102,333	3,464,102,333	3,378,454,177	3,366,621,420

Human resources (full-time equivalents)

2021–22 planned	2022–23 planned	2023–24 planned
34,421	33,776	33,679

¹ Planned spending is identical to expenditure levels presented in the Main Estimates.

Tax performance indicators

The CRA uses the following indicators to assess its performance with respect to its core responsibility for tax. For more information on the methodologies used to calculate these indicators, go to [GC InfoBase](#).

Expected result and program inventory	Performance indicator	2021–22 Target	2019–20 Results	2018–19 Results	2017–18 Results
Taxpayers comply with Canadian tax obligations, the right tax revenue is secured for Canadians, and Canadians have trust in the CRA.	Percentage of individual tax returns filed on time	90%	91%	91%	91%
	Percentage of businesses registered for GST/HST	N/A ²	94.6%	94.9%	94.9%
Tax program inventory: <ul style="list-style-type: none"> tax services and processing returns compliance collections 	Percentage of tax liabilities paid on time	91.2% ³	91.7%	91.9% ⁴ 85.7% ⁵	92.4% ⁴ 88.8% ⁵
	Percentage of Canadians who participate in the tax system	92.8%	93.6%	N/A ⁶	N/A ⁶

Expected result and program inventory	Performance indicator	2021–22 Target	2019–20 Results	2018–19 Results	2017–18 Results
<ul style="list-style-type: none"> • reporting compliance • objections and appeals • taxpayer relief • service complaints • charities • registered plans • policy, rulings and interpretations 	Ratio of collectible tax debt to total net receipts (cash accounting)	19.6% or below	18.7%	N/A ⁶	N/A ⁶
	Percentage of external service standards that are met	N/A ²	87%	83%	80%
	Public Perception Index: service experience	N/A ^{2,7}	6.76	6.85	6.28
	Public Perception Index: trust	N/A ⁸	N/A ⁹	N/A ⁹	N/A ⁹

2 As the methodology for this indicator was recently amended, a new target will be set after the baseline has been established in 2021–22.

3 The methodology changed in 2019–20 to combine individuals and corporations. Previous results are not comparable.

4 Represents the percentage of individuals who paid their taxes on time.

5 Represents the percentage of corporate taxes that are paid on time.

6 The indicator was introduced in 2019–20 so previous results are not available.

7 The Public Perception Index, which is based on annual corporate research, was established in 2013 with a baseline score of 6.64 on a scale of 0 to 10.

8 As this indicator was recently introduced, a target will be set after the baseline has been established in 2021–22.

9 The indicator was introduced in 2020–21 so previous results are not available.

Core responsibility: Benefits

The CRA's core responsibility for benefits is to ensure that clients obtain the support and information they need to know what benefits they may be eligible to receive, that they receive their benefit payments in a timely manner, and have avenues of redress when they disagree with a decision on their benefit eligibility.

The CRA administers the Canada child benefit, goods and services tax/harmonized sales tax credit, children's special allowances, disability tax credit and Canada workers benefit, as well as provincial and territorial programs. The CRA uses its federal tax delivery infrastructure to administer 178 services and ongoing benefits and one-time payment programs on behalf of the provinces and territories. In addition, the CRA is administering emergency measures and recovery benefits to help Canadians and businesses facing hardship as a result of COVID-19, including the:

- Canada recovery benefit (CRB)
- Canada recovery caregiving benefit (CRCB)
- Canada recovery sickness benefit (CRSB)
- Canada emergency rent subsidy (CERS)
- Canada emergency wage subsidy (CEWS)

The CRA administers benefits and other programs that contribute directly to the economic and social well-being of Canadians by supporting families, children and caregivers.

Budgetary financial resources (dollars)¹⁰

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending ¹¹	2022–23 planned spending	2023–24 planned spending
6,432,006,014	6,432,006,014	7,316,092,644	7,310,327,657

Human resources (full-time equivalents)

2021–22 planned	2022–23 planned	2023–24 planned
1,572	1,461	1,419

¹⁰ Includes the following statutory payments: climate action incentive payment (planned spending: \$5.9 billion in 2021–22 and \$6.8 billion in 2022–23 and 2023–24); children's special allowance payments (planned spending: \$373.0 million in 2021–22, 2022–23, and 2023–24); distribution of fuel and excess emission charges (planned spending: \$25.0 million in 2021–22 and \$30.0 million in 2022–23 and 2023–24).

¹¹ Planned spending is identical to expenditure levels presented in the Main Estimates.

Benefits performance indicators

The following indicators are used by the CRA to assess its performance with respect to its core responsibility for benefits. For more information on the methodologies used to calculate these indicators, go to

[GC InfoBase](#).

Expected result and program inventory	Performance indicator	2021–22 Target	2019–20 Results	2018–19 Results	2017–18 Results
Canadians receive their rightful benefits. Benefits program inventory: • Benefits	Percentage of Canada child benefit payments issued to recipients on time	100% ¹²	100% ¹²	100% ¹²	100% ¹²
	Percentage of respondents satisfied with overall benefits experience	N/A ¹³	N/A ¹⁴	N/A ¹⁴	N/A ¹⁴
	Percentage of taxpayers (benefits recipients) who filed a return as a result of targeted CRA intervention	10%	9.5%	7.9%	8.1%

¹² Canada child benefits payment information was transferred to Public Services and Procurement Canada; direct deposits were made, and cheques distributed on time based on the benefit payment schedule.

¹³ As this indicator was recently introduced, a target will be set in 2021–22, after the baseline has been established.

¹⁴ The indicator was introduced in 2020–21 so previous results are not available.

Internal services

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refer to the activities and resources of ten distinct service categories that support program delivery in the organization, regardless of the internal services model in an agency or department. These services are: acquisition management services, communications services, financial management services, human resources management services, information management services, information technology services, legal services, materiel management services, management and oversight services, and real property management services.

Budgetary financial resources (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending ¹⁵	2022–23 planned spending	2023–24 planned spending
865,812,931	865,812,931	810,040,760	805,617,749

Human resources (full-time equivalents)

2021–22 planned	2022–23 planned	2023–24 planned
6,499	6,223	6,216

¹⁵ Planned spending is identical to expenditure levels presented in the Main Estimates.

Taxpayer Bill of Rights

The CRA integrates the Taxpayer Bill of Rights (TBR) in its core responsibilities and across all of its daily activities. The TBR is a vital part of the CRA's service transformation to be client-centric, fairer, and more supportive. The TBR defines 16 rights that build on the CRA's values of integrity, professionalism, respect, and collaboration. These rights describe the treatment taxpayers are entitled to when dealing with the CRA. The TBR also sets out the commitment to small businesses to make sure the CRA conducts interactions as efficiently and effectively as possible.

Taxpayers have eight service rights (marked with an asterisk below) outlined in the TBR that govern taxpayers' relationship with the CRA. The CRA's service journey has promoted the widespread understanding of those rights to make sure they are integrated in how it delivers programs and services, and interacts with its clients.

1. You have the right to receive entitlements and to pay no more and no less than what is required by law
2. You have the right to service in both official languages
3. You have the right to privacy and confidentiality
4. You have the right to a formal review and a subsequent appeal
5. You have the right to be treated professionally, courteously, and fairly*
6. You have the right to complete, accurate, clear, and timely information*
7. You have the right, unless otherwise provided by law, not to pay income tax amounts in dispute before you have had an impartial review
8. You have the right to have the law applied consistently
9. You have the right to lodge a service complaint and to be provided with an explanation of the CRA findings*
10. You have the right to have the costs of compliance taken into account when administering tax legislation*
11. You have the right to expect the CRA to be accountable*
12. You have the right to relief from penalties and interest under tax legislation because of extraordinary circumstances
13. You have the right to expect the CRA to publish its [service standards](#) and report annually*
14. You have the right to expect the CRA to warn you about questionable tax schemes in a timely manner*
15. You have the right to be represented by a person of your choice*
16. You have the right to lodge a service complaint and request a formal review without fear of reprisal

Commitment to small business

1. The CRA is committed to administering the tax system in a way that minimizes the costs of compliance for small businesses
2. The CRA is committed to working with all governments to streamline service, minimize cost, and reduce the compliance burden
3. The CRA is committed to providing service offerings that meet the needs of small businesses
4. The CRA is committed to conducting outreach activities that help small businesses comply with the legislation we administer
5. The CRA is committed to explaining how we conduct our business with small businesses

Priorities



Comprehensive review

In Budget 2018, the Government of Canada announced that it would undertake a comprehensive review of the CRA service model. As a result, multi-year funding was re-allocated in the CRA to develop and implement service improvement initiatives, beginning in 2019–20, to help the CRA continue its service journey. The resulting CRA service improvements for 2021–22 to 2023–24 are presented throughout the Plan, identified by a service review icon.



Experimentation and innovation

This logo identifies areas of experimentation. The CRA is committed to maintaining an environment where employees feel they can introduce innovative ideas, experiment with new ways to address outstanding issues and provide taxpayers and benefit recipients the best possible service.



GBA+

This logo identifies areas of interest with regard to Gender-based Analysis Plus (GBA+). Gender equality, diversity, and inclusion are key priorities for the Government of Canada. The CRA is committed to GBA+ as part of good program analysis and informed decision-making. Applying GBA+ ensures outcomes improve for all Canadians, including the most vulnerable.

Priority

Providing a seamless, empathetic and client-centric service experience



Through its people first philosophy, the CRA is becoming a people-centric organization that is trusted, helpful and fair. This is making it easier for clients to comply with their tax obligations and receive the benefits and credits for which they are eligible in a timely manner. Moving forward, the CRA will design policies, programs and services with a focus on the client's experience, considering their entire journey with the CRA across all channels and interactions. It will engage its clients, listen to their feedback, and use these insights to design and deliver programs and services that meet their needs and expectations.



In 2018 and 2019, the CRA engaged individuals and small and medium businesses from across the country to understand how it could better serve its clients. [The 2018 Serving You Better consultations with small and medium businesses](#) and the 2019

[Serving Canadians Better – Consultation Summary Report](#), along with information gathered from individuals, businesses and charities through other feedback channels, confirmed that although the CRA is heading in the right direction, improvements are needed to meet its clients' expectations. This includes providing empathetic and technology-enabled services that are in line with those of other service providers. Client views and experiences will continue to influence improvements to services and programs.

Over the planning period, the CRA will focus on:

- Ensuring clients feel understood, respected, and valued
- Providing convenient access to services and support, while making information easier to find and understand
- Improving service to clients by accelerating the use of digital tools and processes



The CRA will ensure its interactions are empathetic and respectful, and it will do more to support clients' compliance efforts by helping them understand and prevent common mistakes. To ensure its services and programs are fair and address clients' needs and preferences, the CRA will improve its feedback collection and analysis. This client-centric design and delivery of services and programs will make it easier for clients to interact with the CRA and will improve client experience.

The CRA will provide clients with convenient access to services and support so they can get accurate, timely and consistent information that is easier to find and understand. It will be more proactive by helping clients receive the benefits for which they are eligible. The CRA will become more accessible by making it easier for clients to get the information they need online and by continuing to improve its telephone services. Using qualitative approaches, such as ethnography, user experience and design thinking, the CRA will gain more insight into how to improve the effectiveness and service focus of its programs for specific segments of the population. The CRA recognizes that the tax system is complex, and it will continue to look for opportunities to simplify the process, and make it easier to meet tax obligations and apply for benefits. By making it easier to interact with the CRA and providing the right information and support, the CRA will make it more convenient for clients to meet their tax obligations and receive their rightful benefits.

The CRA will accelerate the use of digital tools and processes to improve service, offering clients convenient digital tools to access information about their situation, apply for benefits and meet their tax obligations. In addition, it will work to increase the digitization of paper

The [Liaison Officer Service](#) helps small businesses and self-employed individuals meet their tax obligations through one-on-one visits and group seminars. The program is taking an innovative approach to the new work environment by shifting to offer its services virtually through telephone and secure videoconference platforms. The goal is to remove geographical barriers and provide better service, while ensuring that clients' safety and privacy are respected.

The [Community Volunteer Income Tax Program](#) (CVITP) is a collaboration between the CRA and community organizations to have local volunteers help eligible individuals file their income tax and benefit returns. As a temporary measure during the COVID-19 pandemic, the CVITP began offering virtual tax clinics. Tax clinics usually held in-person were quickly adapted to be hosted virtually, allowing individuals to seek help safely and securely.

workflows, while still providing paper options for clients who cannot or choose not to use digital options. The COVID-19 pandemic has shown the necessity of being able to deliver services in a physically distanced world. The CRA had already recognized the value of going digital to provide better service. The pandemic provided further impetus to accelerate this work and have the CRA become a digital-first organization with client experience at the heart of its design. The CRA is proud that this transformation will improve not only service, but also its environmental performance by moving away from paper-based processes, and reducing its consumption of paper.

Through its [Sustainable Development Strategy](#), the CRA strives to manage its operations and services in a way that is economically, environmentally and socially responsible. The CRA seizes opportunities to apply the principles of sustainable development in its operations, such as by reducing the amount of waste it sends to landfills from its buildings. In 2020, the CRA secured funding to pilot an on-site composting system at its headquarters building to increase waste diversion and reduce greenhouse gas emissions, with funding from the Treasury Board Secretariat's Greening Government Fund. Full implementation is scheduled for 2021–22.



Ensure clients feel understood, respected, and valued

High-level initiatives:

1. Ensure CRA interactions are conducted with empathy and respect



» Commitments:

April 2021 – Build on past commitments to CRA auditors by providing guidance materials on empathy that have been adapted to the realities of their work

September 2021 – Continue to equip all employees with information, knowledge and tools to understand why empathy is important, better identify with their clients, understand the interaction from their point of view and apply empathetic concepts on the job

2. Tailor compliance approaches, prioritizing an education-first approach to prevent errors and assist those who are unintentionally non-compliant to become compliant

» Commitments:

March 2022 – Conduct educational audits and reviews, with a focus on an educational approach, to assist employers in self-correcting and to promote compliance with their filing and reporting obligations

March 2022 – Proactively provide clients, using predictive analytics, with supplementary and technical information and expert assistance on tax deductions and credits or for complex information requests

May 2022 – Help businesses comply by sending advance email reminders that returns or payments are due

3. Resolve service experience challenges in consultation with clients



» Commitment:

March 2022 – Consult with clients and use their feedback and insights to identify and better understand service challenges and to co-create solutions that will improve their experiences when interacting with the CRA

4. Improve our ability to collect client and employee feedback, data, and trends analysis and use it to inform service design and decision-making



» Commitments:

December 2021 – Identify opportunities for service improvements by using detailed service feedback data provided through inputs into a new CRA-wide Service Feedback System

December 2021 – Expand existing channels to offer more options for clients to submit service feedback to the CRA



In collaboration with the Treasury Board Secretariat Digital Transformation Office, the CRA is providing employees who manage and design online content with a usability analytics tool to help inform decisions. No other tool like this exists in the Government of Canada. It will give authors real-time usability data aggregated from a number of sources, such as call centre enquiries, web analytics, search analytics, public feedback and user experience studies. It will provide insights on how online content performs, identify problematic pages or sections and inform design decisions to improve the quality of online information.

Objective



Provide convenient access to services and support, while making information easier to find and understand

High-level initiatives:

1. Increase client support by proactively contacting clients who are eligible for, but are not receiving, tax benefits, and work to further automate tax filing for simple returns to ensure clients receive benefits for which they are eligible

» Commitments:

August 2021 – Conduct a feasibility study for running a nudge campaign, reaching out directly to individuals who complete an automated benefits application between June 1, 2020, and May 31, 2021, but did not file their 2019 individual income tax and benefit return to receive the Canada child benefit

January 2022 – Enhance services that support automated tax filing and simplify the filing process, including by expanding the number of tax years from three to four that individuals can file electronically through NETFILE and EFILE, and by exploring options to support the auto-population of individual income tax and benefit returns

2. Enhance client access to services and support through innovative solutions, better online navigation, and call centre improvements



» Commitments:

April 2021 – Improve caller experience on the business enquiries line by giving clients the option to receive an automated callback, rather than waiting on hold to speak to an agent when wait times exceed tolerable thresholds

May 2021 – Make it easier for Canadians to find online answers to questions about small businesses, life events, and tax preparation by making measurable improvements to users' task success rate during user experience testing

February 2022 – Enable the electronic filing of individual income tax and benefit returns with a non-Canadian address

March 2022 – Make it easier for clients to get a resolution on their first call, eliminating the need to call again or write to another CRA program area, by empowering front-line employees with appropriate tools and access



Parents using the Automated Benefits Application (ABA) to register their newborn's birth can also use it to determine eligibility for the Canada child benefit and related programs. Recipients must meet other conditions to be entitled to receive benefit payments, like filing income tax returns every year, along with their spouse, even with no income to report. The CRA will write to individuals who complete an ABA between June 1, 2020, and May 31, 2021, to encourage them to file their 2019 returns. The CRA's latest campaign showed 13.27% of benefit recipients who received a letter then filed their returns.

Initiatives and commitments

March 2022 – Provide the small- to medium-sized contact centres with new technologies and expertise to provide clients with an enhanced seamless service experience

March 2022 – Make the process of completing advance pricing arrangements more timely and responsive to taxpayers' needs, while ensuring appropriate transfer prices are being used by multinational enterprises¹⁶

3. Simplify and harmonize tax and benefit information and content across programs and communication channels



» Commitments:

March 2022 – Make it easier for Canadians to quickly find and understand answers on canada.ca to their tax and benefit questions by delivering six content optimization projects

March 2022 – Develop educational webinars to enhance employers' understanding of and access to information on payroll and business-related tax topics, such as the 10% temporary wage subsidy and GST/HST registrations

March 2022 – Make it easier for clients to access Government of Canada services by collaborating with partners of the OneGC council to advance initiatives that allow the use of provincial credentials or CRA credentials to access various federal accounts and services

December 2023 – Make information about the CPP/EI ruling process easier to access and understand for workers, employers and other stakeholder groups by developing four educational podcasts



The CRA is responsible for ensuring that Canadians receive the benefits for which they are eligible. To improve access to benefits for vulnerable Canadians, the CRA undertook an ethnographic study to understand the needs and experiences of homeless and housing-insecure populations. The individuals who participated in the study had many competing concerns in their lives that affect their ability and decision to file taxes. Some of the difficulties included confirming their identity with the CRA, retaining financial documents, communicating with the CRA and using computers. The findings may help the CRA better serve these populations and help ensure they are able to receive benefits, like by improving communications and services, improving tax filing, using the expertise of tax clinics, and enhancing the CVITP.

¹⁶ The CRA continues to work with the OECD advance pricing arrangement improvements focus group. As this is an OECD initiative, the CRA does not have sole control over the timeline. The completion target date is an estimate.

Objective



Improve service to clients by accelerating the use of digital tools and processes

High-level initiatives:

1. Provide clients with more convenient digital tools to find information about their situation, access benefits and meet their tax obligations



» Commitments:

September 2021 – Provide scientific research and experimental development (SR&ED) claimants with greater assurance of their eligibility before they file a claim

March 2022 – Further simplify how clients and their representatives communicate with us during the verification of tax returns by letting them upload more information through our My Account and Represent a Client online portals

March 2022 – Start online delivery of collections letters to clients through portals such as My Account and My Business Account

March 2022 – Explore how artificial intelligence could be incorporated into compliance programs to help motivate taxpayers to understand and comply with their tax obligations

May 2022 – Let corporate clients view their notices of assessment by using a link in certified corporation tax preparation software

2. Improve the exchange of information across CRA services to contribute to an enhanced client experience



» Commitments:

April 2021 – Reduce the client burden when sharing documents with the CRA during an audit by increasing the maximum file transfer size on our online portals

October 2021 – Improve clients' experience in My Business Account by launching the first phase of a service to provide information on the progress of their file, such as confirmation of receipt, updated status and completion dates

October 2023 – Ensure more timely resolution of clients' disputes by modernizing our appeals systems to give CRA employees a more holistic view of a client's file

3. Adopt modern information technology approaches and tools that are suited to designing and building business solutions in the digital era



» Commitments:

October 2021 – Support the development of new digital services for Canadians that are modern, user-friendly and seamless by improving user experience design practices and artifacts

March 2022 – Deliver higher quality applications more quickly, by researching, developing and deploying the CRA's next-generation platform (ADP3G), which will allow leaner and more agile application development

July 2023 – Improve the delivery and responsiveness of digital services to Canadians by adopting tools and approaches that allow IT professionals to more effectively manage the performance and deployment of software applications

Initiatives and commitments

Enhancing the fairness of Canada's tax and benefit administration



In fulfilling its core responsibilities of administering tax and benefits, the CRA must protect Canada's tax base to help ensure that Canadians can access the programs and services they expect from federal and provincial or territorial governments. The CRA protects the tax base by making it easy to comply with Canada's tax laws, and difficult not to comply. It also wants to make sure clients see its administration as fair, which increases their compliance. One of the ways it ensures fair administration is to provide timely tax certainty to clients by resolving their objections in the timeframe set out in its [service standards](#).

Over the planning period, the CRA will:

- Sharpen the focus on emerging tax risks
- Adjust the compliance approach according to the degree of non-compliance

The CRA will take a closer look at emerging tax risks. Understanding how and why taxpayers do not always comply is critical to preserving the fairness of Canada's tax system. This is an increasingly complex challenge in an increasingly complex world. To address the challenge, the CRA will intensify audit efforts to identify areas where people are not reporting the tax they owe. Acting early and clearly will allow

the CRA to provide timely information to clients and help them meet their obligations. Through various forums, it will continue to engage with its domestic and international partners to better understand and address areas of common concern and to achieve effective and fair tax administration across jurisdictions. Strengthening domestic relationships with industry stakeholders allows the CRA to draw on their expertise to help shape and focus government actions and helps it to better understand and communicate to the public about tax matters.

The CRA will adjust its compliance approach according to the degree of non-compliance. The CRA's ongoing preference is to ensure compliance that is supported by an education and outreach approach to ensure clients understand their obligations and claim the right benefits and credits. However, some clients intentionally try to avoid complying with Canada's tax laws. The CRA maintains the integrity of the self-assessment system through progressive compliance interventions. It will seek to promote compliance by helping clients meet their tax obligations through its Liaison Officer Service. It will also seek to reduce its reliance on audit functions for low dollar discrepancies. The CRA will focus its efforts on clients who purposefully try to avoid paying their fair share of taxes. At the same time, the CRA will increase consideration of penalties for repeat offenders and focus its resources on high-risk audits and the most significant criminal investigations.

The CRA continues to advance tax certainty on the international stage as one of 19 tax administrations actively participating in the International Compliance Assurance Programme (ICAP). The ICAP provides a unique opportunity to prevent potential transfer pricing disputes between tax authorities, and it offers multinational enterprises and tax administrations a faster, clearer route to tax certainty.

Objective



Sharpen the focus on emerging tax risks

High-level initiatives:

1. Invest a greater share of our resources in detecting non-compliance in new and emerging sectors and addressing them sooner to provide early certainty to clients and help minimize impacts to objections and collections
 - » Commitments:
 - March 2022** – Conduct exploratory platform economy audits to improve our understanding of non-compliance in digital commerce for both income tax and GST/HST
 - March 2022** – Identify actionable non-compliance in new and emerging sectors by using third party data to enhance business intelligence
 - September 2022** – Make better use of available information and select the appropriate level of compliance intervention for clients by improving data analytics and business intelligence through machine learning and other web-based platforms

2. Work with our key international and domestic partners to better understand compliance risks and best practices, share data and business intelligence, and carry out joint operations
 - » Commitments:
 - December 2021** – Enhance understanding of key risks and compliance approaches among international tax administrations by sharing CRA knowledge and other information on transfer pricing
 - March 2022** – Increase engagement and information sharing with other law enforcement agencies and domestic and international partners
 - March 2023** – Increase quality of the data Canada exchanges with our international exchange partners under the Common Reporting Standard by launching Part XVIII and Part XIX of the Financial Institution Compliance Program



The CRA is developing a series of digital maturity personas representing small and medium business owners and describing their respective comfort level with technology, from those on the cutting edge, to those that avoid technology whenever possible. These personas are being used as part of a study examining the benefits for standardized e-invoicing in Canada, with a focus on small and medium businesses. The CRA designed the personas to encompass the range of digital experiences in this group, providing a means to understand their perceptions and experiences under the current GST/HST system, and the service-based compliance approaches achievable through tax-integrated e-invoicing. The CRA will build on the personas, to better understand and map the unique journey of these businesses to adopting e-invoicing.

Initiatives and commitments

Objective



Adjust the compliance approach according to the degree of non-compliance

High-level initiatives:

1. Use the Liaison Officer Service to guide clients through their tax obligations, taking into account the impact of COVID-19 on their business



» Commitment:

March 2022 – Reach out to offer assistance to over 30,000 businesses to help them better understand their tax obligations, including increasing awareness on common filing and reporting errors

2. Decrease our reliance on audit and audit reassessments when addressing low-dollar reporting discrepancies for small and medium business

» Commitment:

March 2022 – Encourage compliance and help prevent future errors by conducting two tax letter campaigns (GST/HST and income tax) focused on education for businesses

3. Increase the consideration of penalties for gross negligence and third party involvement in cases of serious repeated non-compliance

» Commitment:

March 2022 – Provide auditors with communications and training products that promote the application of penalties for gross negligence and third party involvement



The CRA is committed to gender balance. To this end, it represents Canada in the Forum on Tax Administration's (FTA) Gender Balance Network (GBN). The GBN was established in recognition that gender balance supports inclusive economic growth. The goal of the GBN is to improve gender balance in leadership positions within the FTA organizations by identifying best practices and ways of implementing change to promote gender equality and balance. In the context of a global economy, effective and fair tax administration is best achieved when countries collaborate to determine shared goals and establish best practices.

Initiatives and commitments

Strengthening trust through enhanced security, transparency and accountability

The CRA takes its responsibility to maintain the trust of Canadians very seriously. When the CRA's clients trust that it is fair in its dealings with them and it protects their personal information in an increasingly sophisticated cyber threat environment, they are more likely to comply with their tax obligations. The CRA is proud of the positive contribution it made in delivering emergency measures as part of Canada's COVID-19 Economic Response Plan. This year, the CRA will continue to strengthen this trust through enhanced security, transparency and accountability.

Over the planning period, the CRA will focus on:

- Strengthening security
- Effectively managing clients' personal information and data
- Increasing transparency and accountability

A key component of CRA clients' trust is their confidence in our protection of their information. The CRA has robust systems and tools in place to monitor, detect and investigate potential threats, and neutralize them as quickly as possible. However, like every other organization in the world, the CRA deals with ongoing, persistent and increasingly sophisticated cyber risks and threats, as was seen in cyber attacks against the Government of Canada and the CRA in the summer of 2020. As cyber criminals and scammers adapt their practices, so does the CRA. To continue addressing increasingly sophisticated

security threats and protect sensitive information, the CRA will continue to invest in security and enhance its technologies, processes and controls.

A large proportion of the CRA workforce now works remotely, which brings new challenges for protecting personal information. To address these challenges, the CRA provided employees with appropriate tools, guidance and training to support the protection of sensitive information, whether working remotely or in the office. It continues to optimize this support for employees who work remotely, adjusting for emerging issues.

The CRA will continue to effectively manage clients' personal information and data. To meet their tax obligations and receive benefits, the CRA's clients must provide it with sensitive personal and financial information. This makes the CRA one of the largest holders of personal information in the Government of Canada. The CRA will continue to embed privacy principles into the development, operation and management of all programs, processes and technologies that involve personal information. The CRA also recognizes that its clients' personal information may be susceptible to scams and fraud. Building on the success of its [Slam the scam](#) advertising campaign, the CRA will continue to proactively inform clients of ways to protect themselves.

To be a trusted organization, the CRA must be open and transparent about how it manages its day-to-day operations. This means ensuring

accountable reporting of its performance results. This year, the CRA will put more emphasis on increasing the availability of data and information that clients want to see. The CRA cannot release sensitive taxpayer information. However, it will increase the quantity and utility of data and information that it can and does release through Government of Canada websites. The CRA also recognizes the value of being open about compliance and addressing and improving any issues that arise. As a result, it will increase its transparency in communicating on compliance issues and results, in a fair and trustworthy manner.

Objective



Strengthen security

High-level initiatives:

1. Enhance security technologies, processes and controls to protect the confidentiality of sensitive information from both internal and external threats
 - » Commitments:
 - April 2021** – Ensure the CRA's information technology security program continues to be effective and aligns to Government of Canada directions and new threats by implementing the next iteration of the CRA IT Security Strategy
 - April 2021** – Evaluate and leverage the lessons learned from the August 2020 cyber security incident, including all the new measures introduced between September 2020 and March 2021, and establish new actions in the IT security strategy to continue to improve CRA cyber security
 - June 2021** – Increase protection of client data from unauthorized access, alteration or loss by improving the CRA's information technology and cyber security defenses, with the completion of Phase 2 of the Data Security Initiative
 - March 2022** – Reinforce secure access for CRA My Account users by progressively introducing multi-factor authentication and actively support any Government of Canada moves towards a digital identity
 - March 2022** – Further strengthen and advance the internal fraud control program by developing new fraud detection models, as needed
 - June 2022** – Improve program maturity and IT security controls by completing a third-party assessment to identify and prioritize ways to benefit from industry best practices
2. Provide employees with tools, guidance and training to support the confidentiality, privacy and protection of personal information while working remotely
 - » Commitment:
 - March 2022** – Better support the privacy and protection of personal information by providing employees and managers with guidance and awareness products and creating new tools as needed for employees who work remotely due to employer-initiated circumstances

Initiatives and commitments

Objective



Effectively manage clients’ personal information and data

Initiatives and commitments

High-level initiatives:

1. Promote privacy by design in the development, operation and management of all programs and processes that involve personal information, consistent with the commitment in our Privacy Management Framework
 - » Commitments:
 - April 2021** – Develop a strategy to further promote privacy by design as an aspect of all activities developed and executed across the CRA
 - April 2021** – Begin reporting on the performance of our privacy management program
 - March 2022** – Update privacy training and awareness products for employees
2. Proactively inform clients on how to protect themselves from scams and frauds
 - » Commitment:
 - March 2022** – Lead a multimedia advertising campaign, using web content, media relations and social media, in collaboration with other Government of Canada departments to increase awareness of common scams

Objective



Increase transparency and accountability

Initiatives and commitments

High-level initiatives:

1. Increase the quantity and utility of data and information released in accessible and reusable formats on canada.ca
 - » Commitment:

June 2021 – Ensure publications provide increasing value to users by updating annual statistical publications on the Open Data Portal while providing supplementary information on COVID-related programs
2. Transparently communicate compliance issues and results and address compliance barriers for the CRA and its clients
 - » Commitment:

August 2021 – Discuss and address program issues by completing the scientific research and experimental development industry community of practice pilot project with representatives from clean technology and biomed industries
3. Improve access to information through innovative solutions
 - » Commitment:

March 2022 – Improve productivity and efficiency by streamlining how access to information and privacy files are processed



In collaboration with the Treasury Board Secretariat, Canada Post and Immigration, Refugees and Citizenship Canada, the CRA is improving digital solutions and reducing paper and DVD volumes to better respond to ATIP requests. The CRA will do so by encouraging people to try digital delivery options. It will automate its processes using technology to improve intake processing, request tracking and delivery of ATIP products. The CRA is also using the Lean methodology to streamline the ATIP process by identifying and implementing improvements to processing times while preserving the principles of transparency and privacy. Progress will be monitored monthly.

Fostering an innovative and data-driven organization

Innovation is what enables the CRA to become more efficient in its operations and prepare for the future. It is the positive change needed to adapt to current challenges and changing circumstances and to continue delivering a world-class tax and benefit administration.

An effective and innovative approach to administering tax and benefits requires data. The CRA aims to optimize the value of the information that it captures, creates and acquires into operational and strategic assets by putting it in user-ready formats. This will help it use a data-driven approach to improving services and refining compliance efforts.



Vulnerable individuals have to navigate the tax system to access benefits for which they are eligible. Refugees and modest-income newcomers to Canada are among the most vulnerable, facing challenges such as unemployment, language barriers, cultural differences, and mental health difficulties. To better understand their needs and experiences, the CRA collaborated with community organizations to conduct an ethnographic study. One of the key findings from this study suggests that the main barrier is culture shock, as the process of adapting to a new culture affects many aspects of a newcomer's life. Many rely on benefits for their financial security, but sometimes encounter problems accessing them. Furthermore, many are not computer literate and often find tax information too complex. The findings of this study may point to ways for the CRA to improve its services and outreach to newcomers.

In 2021–22, the CRA will focus on:

- Enhancing operations and use of data
- Driving the institutionalization of innovation and the adoption of an agile methodology

In the CRA's operations, it collects large quantities of data, which it recognizes to be a strategic asset fundamental to high quality program delivery. The CRA uses data to respond to business opportunities and challenges, letting it take an evidence-based approach to administering tax and benefits. Indeed, data helps the CRA continue to provide services that meet its clients' needs and expectations, as well as target its compliance efforts to ensure the integrity of Canada's tax and benefits system.



In particular, the CRA will continue to improve how it manages and expands the use of internal and third-party data to better serve clients and conduct compliance activities. In this regard, the CRA will use data to improve analysis, insight and evidence-based decision-making.

The CRA will draw lessons from its experience during the COVID-19 pandemic to drive the institutionalization of innovation and the adoption of an agile methodology. When the World Health Organization declared COVID-19 a pandemic in March 2020, the CRA had to quickly reconsider how it does business and implement significant new emergency measures. As the situation evolved, the CRA continued to adapt. The CRA's response to the pandemic demonstrates its ability to get things done in an agile manner, such as rapidly implementing new programs like the Canada emergency response benefit and Canada emergency wage subsidy, with a more distributed workforce. The CRA will continue to reflect on this experience as it identifies and institutionalizes the positive aspects of what it learned.



The CRA will also continue to promote workplace conditions that encourage innovation so employees at all levels can think critically about how they do their work, collaborate, network, and experiment with new ideas. It will continue to promote innovation as a mindset within the CRA and use the COVID-19 pandemic experience to further stimulate a culture of innovation. It will encourage coordination to centralize all work being done on individual innovation concepts such as, Lean, client experience, user experience and agile. The CRA is also looking to increase its investment in innovation and experimentation to detect non-compliance and improve the efficiency of internal programs. It is also exploring how artificial intelligence can be used to advance its strategic priorities and improve service.

Business intelligence (BI) is defined as information derived from the data that is available to an organization. The CRA uses BI to help its employees meet its business needs. Through BI, the CRA can track its performance, detect patterns and trends, and gain a better understanding of complex business issues to inform strategic decision-making and improve its operations. BI lets the CRA be more responsive to client needs and expectations, identify and address emerging risks and challenges, and optimize internal business processes.



Design jams are collaborative workshops where participants from various backgrounds work together to build solutions using the principles of design thinking. The CRA uses design jams to better understand challenges its clients face when interacting with the CRA, and uses those insights to transform programs and services to generate more positive, client-centric service experiences. Design jam workshops focus on defining the service challenge and impact on the user and lead to the co-creation of prototypes for service improvements. CRA programs are then encouraged to further develop the prototypes, test the ideas with users and redesign their services, based on client feedback.

Objective



Enhance operations and use of data

High-level initiatives:

1. Better manage and expand the use of internal and third-party data, as well as client and employee feedback and trends analysis to better inform service design and decision-making



» Commitments:

June 2021 – Improve the CRA’s ability to perform advanced analytics by certifying open source business intelligence tools and/or expanded modules of current tools

March 2022 – Communicate web published data and Open Government reports more clearly and effectively to Canadians by applying interactive infographics for published statistical reports

March 2022 – Allow partnering registered financial institutions to share more information with the CRA by expanding the proof of concept for the Secure File Transfer Protocol (SFTP)

March 2022 – Increase the CRA’s business analysis capacity through a common approach supported by a community of practice, which will ensure that information and data requirements are embedded in initial systems and process design stages

2. Promote the use of technology to resolve business payment issues and manage related business tax debts



» Commitments:

March 2022 – Investigate digital options when assisting small and large businesses with their payroll data and obligations, building a strong foundation toward an e-payroll solution

March 2023 – Improve collections operations by using business intelligence to manage collections inventory and assign the right accounts to the right officer at the right time

3. Dedicate resources and create targeted approaches to managing files by segment, such as vulnerable taxpayers or those managing the affairs of the deceased

» Commitment:

March 2023 – Tailor tax-debt resolution services, following ongoing pilot projects to gather business intelligence, for different categories of clients, like vulnerable populations, family members of deceased individuals, or businesses, by creating teams to specialize in their specific issues



The CRA is developing models for machine-learning. This project is currently focused on using algorithms for data scraping news articles (recognizing key words and phrases to extract and summarize information). This will reduce manual workloads by automatically gathering and categorizing news articles that are relevant to the CRA. The team has developed a proof of concept to demonstrate the possible functions of this model. Over the next year, the CRA will revise the model and further train it to identify emerging issues and work to make it operational.

Initiatives and commitments



Drive the institutionalization of innovation and the adoption of an agile methodology

High-level initiatives:

1. Identify and institutionalize lessons learned, including those from our COVID-19 experience, in particular in strengthening agility so we can quickly adapt and respond to unforeseen circumstances
 - » Commitments:
 - June 2021** – Review and update the mandate of the Agency Data Clearing House and adjust the underlying capacity to provide greater agility and flexibility in the CRA's data validation process
 - March 2022** – Monitor any program backlogs generated due to the COVID-19 pandemic and develop and implement action plans to address them
 - March 2022** – Work to break down geographical barriers and enhance effective staffing by replacing any existing in-person processes with a virtual or remote alternative, made possible by newly available collaborative tools
2. Stimulate a culture of innovation across the CRA and increase experimentation in the use of artificial intelligence (AI)
 - » Commitments:
 - April 2021** – Launch new AI experiments following the review and assessment of potential initiatives
 - September 2021** – Launch an innovation program that identifies employee solutions to challenges and experiments with them, and report on the activities
 - January 2022** – Report on AI projects, including the responsible use of AI and alignment with CRA directives and guidelines
 - March 2022** – Enhance caller experience on our telephone enquiries lines and improve the quality and accuracy of answers by using speech analytic technology to capture valuable insights from calls to inform and support changes to agent tools, training and coaching



The CRA, in collaboration with Lakehead University, has been developing “the Simplifier,” a tool to help employees simplify tax and benefit content on canada.ca. The tool applies artificial intelligence and natural language processing. It will reduce text complexity and enhance employees’ ability to deliver easy-to-understand answers to common tax questions. No such tool exists in the Government of Canada, or beyond.

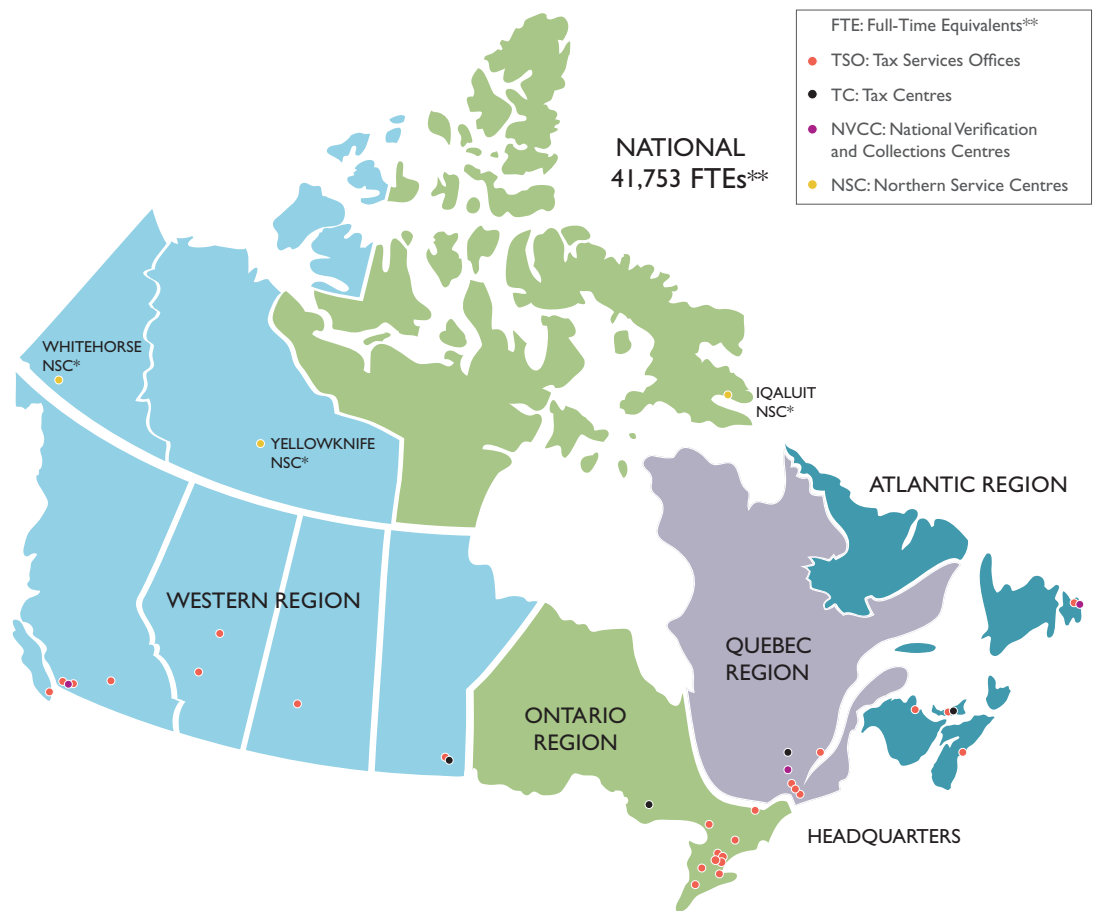
Priority

Promoting a thriving and inclusive workforce

The CRA's over 45,000 employees are fundamental to the success of its plans. The COVID-19 pandemic changed the physical circumstances for many employees, yet the CRA maintains its people vision of **a thriving, diverse and inclusive workforce, combining strengths and contributing to a transforming Canada.** As a world-class tax and benefit administration, the CRA will continue to make progress toward that vision, paying particular attention to advancing the principles of well-being, safety, diversity and inclusion.

The CRA's focus over the planning period will be on:

- Supporting well-being, safety, diversity and inclusion in all it does
- Supporting the productivity of a workforce that is adapting to a new physical and virtual workspace



WESTERN REGION	ONTARIO REGION	QUEBEC REGION	ATLANTIC REGION	HEADQUARTERS
10,101 FTEs**	11,106 FTEs**	4,580 FTEs**	3,862 FTEs**	12,104 FTEs**
11,771 Employees***	12,981 Employees***	5,574 Employees***	4,287 Employees***	13,356 Employees***
8 TSOs	10 TSOs	4 TSOs	2 TSOs	
1 TC	1 TC		1 TC	1 TSO/NVCC
1 NVCC		1 NVCC		1 TC/TSO

*The employees working in the Whitehorse and Yellowknife NSC report to the Western Region and the employees working in the Iqaluit NSC report to the Ontario Region.
 **FTEs are a measure of the extent to which an employee represents a full person year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. FTEs is the appropriate figure to report in the context of resource utilization. FTEs presented in this map represent actual FTEs for fiscal year 2019–20.
 *** Data relating to the number of employees includes permanent employees, term employees and students. It includes active and temporarily inactive employees (for example, the employees on sick leave, maternity leave or parental leave). The CRA uses the number of employees to report the population it employs. One employee does not always equate to one FTE (for example, a part-time employee). These numbers are valid as of April 1, 2020.

The dots on the map represent a TC/TSO/NVCC/NSC as of April 1, 2020. For the offices with multiple sites, only the main one is presented.

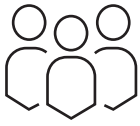
The CRA will continue to support well-being, safety, diversity and inclusion in all it does. The CRA recognizes that during the COVID-19 pandemic, as a result of the recent protests and the ongoing larger social movement, the widespread issue of systemic racism has gained mainstream attention. Every individual and organization has to consider their role in this important subject. The CRA is committed to excellence in people management, which includes building an inclusive and diverse workforce that is representative of the broader population it proudly serves. The CRA's goal is to identify and remove barriers so that employment and developmental opportunities and advantages are available to all persons. To achieve this, the CRA will continue to advance equity, diversity and inclusion in the workplace and foster an environment that supports accessibility and well-being.

In terms of well-being, the CRA will continue to provide employees with a respectful and supportive work environment, in line with the 2020-2023 Well-being Strategy. Over the course of this plan, the CRA will fully implement its action plan for a healthy and safe workplace, which addresses discrimination and harassment in the workplace with a focus on prevention, response and support.

The CRA will also support the productivity of a workforce that is adapting to a new physical and virtual workspace and facing new well-being issues. As the CRA continues to adapt to a large proportion of the workforce working remotely, it will pay particular attention to ensuring its employees have the psychological and physical support they need to be productive and engaged. The CRA will also continue to develop its workforce and bring in new talent to provide a positive client experience. Recognizing that much of the world has changed as a result of the COVID-19 pandemic, the CRA will also set the direction for the workplace of the future, ensuring that its work environments are inclusive, accessible, flexible and digital and that employees feel connected to their work and their colleagues. These are important steps to supporting its workforce. It is also important for the CRA to identify in-house talent and develop robust methods of growing and fostering employee development.

For the CRA to continue to thrive as an organization, it must prioritize inclusivity. While the CRA has implemented a number of initiatives in this regard, it is taking additional steps to embed a culture of inclusiveness throughout the organization. Consultations have taken place across the CRA, and it heard positive ideas about how to create a diverse, inclusive and anti-racist organization. The themes and ideas that arose as a result of these discussions are the CRA's roadmap to an inclusive future. Its ongoing goal is for its workplace to be fully diverse and inclusive for everyone.

Objective



Support well-being, safety, diversity and inclusion in all it does

High-level initiatives:

1. Continue to advance diversity and inclusion in the workplace
 - » Commitments:
 - May 2021** – Implement the diversity and inclusion action plan in support of CRA core values
 - September 2021** – Address systemic issues of racism by implementing awareness activities, education and consultations to increase understanding and influence change
 - March 2022** – Increase diversity at the EX level by reducing gaps for visible minorities and Indigenous peoples
2. Foster an environment that supports accessibility and well-being in an evolving workplace
 - » Commitments:
 - April 2021** – Publish a report on what we heard during consultations with persons with disabilities and the CRA accessibility working group
 - March 2022** – Develop a comprehensive strategy for recruiting, including and retaining persons with disabilities, in consultation with persons with disabilities and the CRA accessibility working group
 - March 2022** – Support branches and regions in implementing the CRA well-being strategy, by updating services and programs such as the Employee Assistance Program external services contract
3. Work to eliminate discrimination and harassment in the workplace with a focus on prevention, response and support
 - » Commitment:
 - March 2022** – Implement initiatives, such as amending the Directive on Discrimination and Harassment Free Workplace, in the Agency Action Plan for a Healthy and Safe Workplace, through a modified governance and in alignment with changes to the Canada Labour Code (Bill C-65)



The CRA is committed to employment equity, diversity, and inclusion. It closely follows its responsibilities under the Employment Equity Act and the Accessible Canada Act. Through the annual Employment Equity, Diversity and Inclusion (EEDI) Plan, the CRA has implemented measures to recruit, include and retain members of designated groups. This plan now also includes initiatives from the Diversity, Inclusion and Anti-Racism Action Plan. Employers are thus required to engage in employment practices for equitable representation of four designated groups: women, persons with disabilities, Indigenous peoples, and visible minorities. The CRA supports these groups and promotes an inclusive work environment through the Strategy for the recruitment, inclusion and retention of Indigenous Peoples, various employee networks, the Indigenous Mentoring Initiative and training sessions on the Positive space initiative.

Initiatives and commitments

Objective



Support the productivity of a workforce that is adapting to a new physical and virtual workspace

Initiatives and commitments

High-level initiatives:

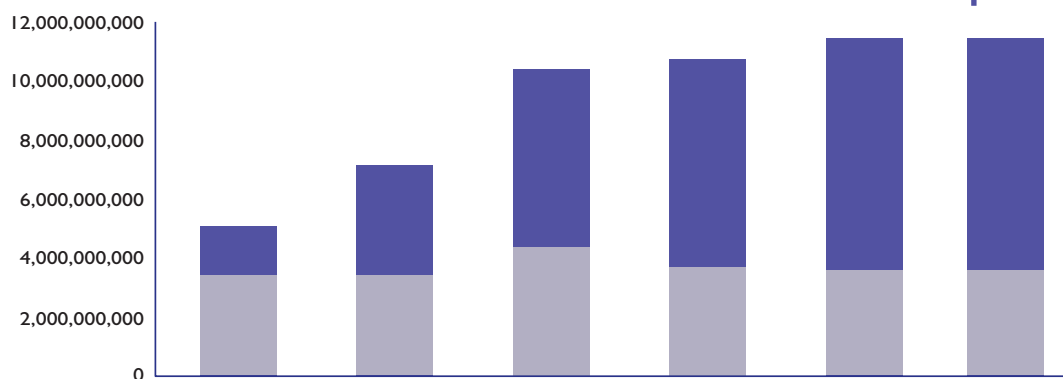
1. Address workforce transformation needs by developing our existing workforce and acquiring talent with the skills, knowledge and background to provide a positive client experience
 - » Commitments:
 - March 2022** – Experiment with alternate staffing strategies to target existing and emerging workforce needs
 - March 2022** – Continue to advance the Staffing Redesign Project and develop agile staffing solutions to support the CRA's ability to achieve its business goals
 - March 2024** – Adapt to current industry trends and meet workforce needs by advancing the CRA's digital learning journey
2. Equip employees with the right tools and increase digital literacy to create a more productive and efficient workforce
 - » Commitments:
 - March 2022** – Improve knowledge transfer by creating or adapting four training solutions for use in a virtual classroom environment
 - March 2022** – Launch a comprehensive learning strategy to ensure our workforce has the skills needed to adapt to the evolving work environment
3. Set the direction for the workplace of the future by ensuring that work environments are flexible, digital and connected
 - » Commitment:
 - March 2022** – Achieve the approved workplace of the future strategy by developing a multi-year implementation plan



The CRA initiated the Digital Mailroom Project to help it convert documents received through a variety of channels into a digital format. These digital documents can be managed through a horizontal CRA-wide digital content delivery solution, which is also part of the project. Using a gradual onboarding approach, various areas will transition from a paper-based process or enhance existing digital processes. The solution, developed in partnership with a service provider, will offer standardized capabilities and better analytics, and will allow multiple areas to simultaneously access information, reducing paper correspondence and processing times. In parallel with this solution, the CRA will deploy tools and a CRA-wide training and support team.

Planned spending and human resources

Spending trends (dollars)¹⁷



	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals		Forecast	Planned		
■ Statutory	1,643,402,290	3,641,252,364	5,974,033,119	7,018,221,892	7,849,934,734	7,841,130,338
■ Voted	3,477,710,768	3,556,958,796	4,453,975,558	3,747,575,165	3,658,535,407	3,645,318,048
Total	5,121,113,058	7,198,211,160	10,428,008,677	10,765,797,057	11,508,470,141	11,486,448,386

¹⁷ The spending trend graph shows all parliamentary appropriations (Main Estimates and Supplementary Estimates) and revenue sources provided to the CRA for: policy and operational initiatives arising from various federal budgets and economic statements, transfers from Public Services and Procurement Canada for accommodations and real property services, children's special allowance payments, the distribution of fuel charge proceeds to the province or territory of origin (primarily through the climate action incentive payment), as well as the implementation of initiatives to improve efficiency. It does not reflect amounts recovered by the CRA for the provision of services to Employment and Social Development Canada for the administration of the Canada Pension Plan and the Employment Insurance Act.

Budget planning summary (dollars)

Core responsibilities and internal services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned	2022–23 planned	2023–24 planned
Tax	2,959,502,477	3,279,915,517	3,956,304,460	3,464,102,333	3,464,102,333	3,378,454,177	3,366,621,420
Benefits ¹⁸	1,128,379,061	3,140,851,352	5,234,357,751	6,432,006,014	6,432,006,014	7,316,092,644	7,310,327,657
Taxpayers' Ombudsperson ¹⁹	3,097,900	3,804,534	4,333,189	3,875,779	3,875,779	3,882,560	3,881,560
Internal services	1,030,133,620	773,639,757	1,233,013,277	865,812,931	865,812,931	810,040,760	805,617,749
Total	5,121,113,058	7,198,211,160	10,428,008,677	10,765,797,057	10,765,797,057	11,508,470,141	11,486,448,386

The majority of the increase in the CRA's overall budget is attributable to its statutory appropriations, particularly to spending associated with the climate action incentive (CAI) payment (for more details, please see footnote 18 of the budgetary planning summary table). The CRA is responsible for the administration of the fuel charge in jurisdictions that do not meet the federal carbon pricing benchmark. This includes the delivery of the CAI payment which returns the majority of the direct proceeds from the fuel charge to individuals and families of the province in which the proceeds are raised.

Actual and forecast spending under the CRA's voted appropriations for fiscal years 2018–19 to 2020–21 also includes technical adjustments such as the CRA's carry-forward from the previous year and funding for severance payments, parental benefits, and vacation credits. In 2020–21, a significant portion of the increase in forecast spending is a result of retroactive payments associated with the collective bargaining adjustments for employees represented by the Public Service Alliance of Canada – Union of Taxation Employees. The 2020–21 fiscal year also reflects higher spending related to the administration of measures associated with the Government's response to COVID-19, growth in funding for federal budget and policy measures announced in prior years, as well as the aforementioned carry-forward.

Over the planning period, the CRA's voted appropriations show a slight reduction, from \$3.748 billion in 2021–22 to \$3.645 billion in 2023–24. This is primarily as a result of a net decrease in funding received to implement and administer various measures announced in the federal budgets as well as for the federal carbon pollution pricing system and the taxation regime for cannabis.

¹⁸ Includes the following statutory payments: climate action incentive payment (actual spending: \$663.8 million in 2018–19 and \$2.6 billion in 2019–20), (forecast and planned spending: \$4.6 billion in 2020–21, \$5.9 billion in 2021–22, \$6.8 billion in 2022–23 and 2023–24); children's special allowance payments (actual spending: \$338.7 million in 2018–19 and \$351.6 million in 2019–20), (forecast and planned spending: \$361.0 million in 2020–21, \$373.0 million in 2021–22, 2022–23, and 2023–24); distribution of fuel and excess emission charges (actual spending: \$5.6 million in 2019–20), (forecast and planned spending: \$20.0 million in 2020–21, \$25.0 million in 2021–22, and \$30.0 million in 2022–23 and 2023–24).

¹⁹ Since the Taxpayers' Ombudsperson operates at arm's-length from the CRA, this plan does not reflect the activities of that office.

Budget planning summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021–22.

Core responsibilities and internal services	2021–22 planned gross spending	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Tax	3,807,328,704	343,226,371	3,464,102,333
Benefits	6,432,927,376	921,362	6,432,006,014
Taxpayers' Ombudsperson ¹⁹	3,875,779		3,875,779
Internal services	951,195,677	85,382,746	865,812,931
Total	11,195,327,536	429,530,479	10,765,797,057

Planned revenues netted against expenditures represent amounts to be recovered by the CRA for the provision of services to Employment and Social Development Canada for the administration of the Canada Pension Plan and the Employment Insurance Act.

Planned human resources full-time equivalents

Core responsibilities and internal services	2018–19 actual	2019–20 actual	2020–21 forecast	2021–22 planned	2022–23 planned	2023–24 planned
Tax	31,789	34,267	35,575	34,421	33,776	33,679
Benefits	1,135	1,302	1,449	1,572	1,461	1,419
Taxpayers' Ombudsperson ¹⁹	29	38	33	34	34	34
Internal services	8,122	6,146	6,350	6,499	6,223	6,216
Total	41,075	41,753	43,407	42,526	41,494	41,348

The increase in forecast full-time equivalents (FTEs) in 2020–21 is largely attributable to administration of measures associated with the Government's response to COVID-19 as well as growth in funding for federal budget and policy measures announced in prior years, including the federal carbon pollution pricing system. The decrease in internal services FTEs is largely due to the attribution of direct internal service costs to the programs starting in 2019–20 (primarily within the tax core responsibility).

Over the planning period, the reduction in FTEs from 42,526 in 2021–22 to 41,348 in 2023–24, is primarily the result of a decrease in funding for the federal carbon pollution pricing system and the taxation regime for cannabis.

Estimates by vote

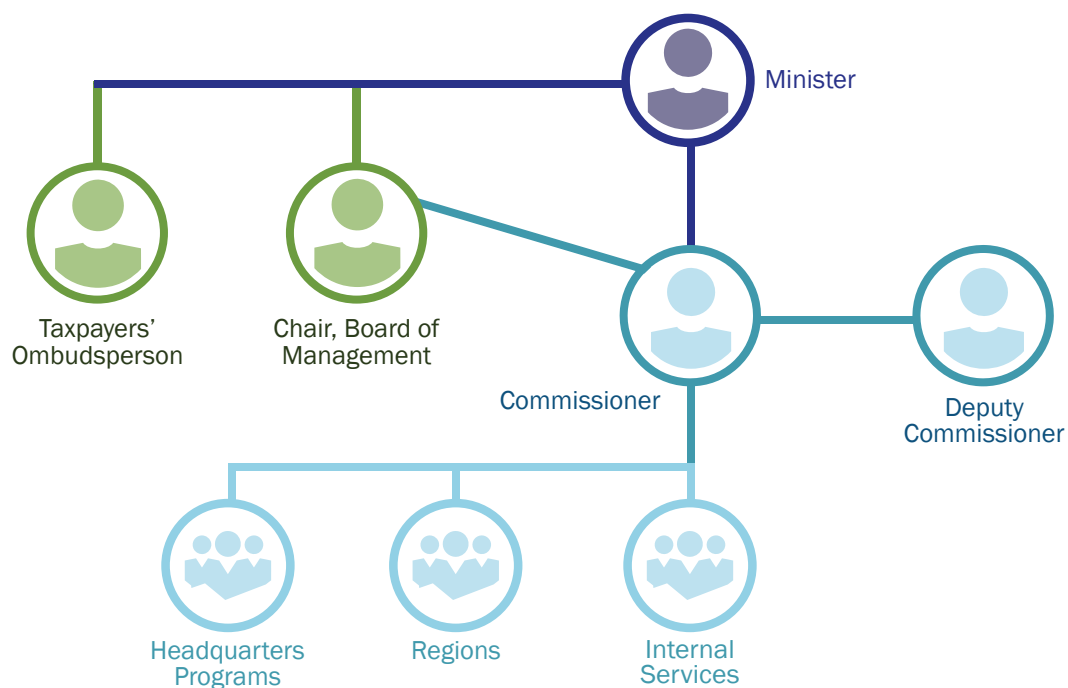
Information on the CRA's organizational appropriations is available in the [2021–22 Main Estimates](#).

Future-oriented condensed statement of operations for the year ending March 31, 2022 (dollars)

Financial information	2020–21 estimated results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	5,929,429,630	5,959,870,463	30,440,833
Total non-tax revenues	839,793,306	708,853,072	(130,940,234)
Net cost of operations	5,089,636,324	5,251,017,391	161,381,067

The future-oriented condensed statement of operations provides a general overview of the Canada Revenue Agency's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections are prepared on an expenditure basis; as a result, amounts may differ. A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [CRA's departmental webpage](#).

Corporate information



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For more information about the CRA and its governance, visit canada.ca.

Organizational profile

Minister

The Honourable Diane LeBouthillier,
P.C., M.P.

Ministerial profile

National Revenue

Institutional head

Bob Hamilton

Enabling instrument

Canada Revenue Agency Act

Chair, Board of Management

Suzanne Guoin

Year of commencement

1999

The Canada Revenue Agency Act sets out the mandate, structure and authorities of the CRA. It establishes a governance structure that is unique in Canada, comprising a Minister, Board of Management (the Board), Commissioner and Taxpayers' Ombudsperson. The Minister is responsible to Parliament for all CRA activities and exercises powers relating to regulation making and providing reports to Parliament or the Governor in Council (Cabinet). The Board is responsible for overseeing the organization and administration of the CRA and the management of its resources, services, property, personnel and contracts. It is also responsible for developing the Corporate Business Plan. The CRA is headed by a Commissioner who is accountable to the Minister and must assist and advise them with respect to legislated authorities, duties, functions and Cabinet responsibilities. As the CRA's chief executive officer, the Commissioner is responsible for the day to day management of the CRA. The mandate of the Ombudsperson is to enhance the accountability of the Canada Revenue Agency in its services to taxpayers by offering a service complaint mechanism that is independent of the CRA. The Ombudsperson is responsible for upholding the Taxpayer Bill of Rights.

Raison d'être, mandate and role

The Minister of National Revenue is responsible for the Canada Revenue Agency (CRA). The **raison d'être** of the CRA is to administer taxes, benefits, and related programs for governments across Canada. The CRA contributes to the economic and social well-being of Canadians by making sure that:

- clients receive the information and services they need to comply with their tax obligations
- clients receive the benefits for which they are eligible
- non-compliance is addressed
- clients have access to appropriate mechanisms for resolving disputes

The CRA's **mandate** is legislated through acts including the Income Tax Act, the Excise Tax Act and the Excise Act, which the CRA administers. In fulfilling its core responsibilities, the CRA's **role** is to collect taxes on behalf of most provinces and territories, as well as many self-governing Indigenous governments, to collect certain non-tax debts for the federal government and to administer legislation relating to charities, the Canada Pension Plan, other registered plans and the employment insurance program.

Operating context

The CRA is a very large organization, with over 40,000 employees from coast to coast to coast. Its operations are highly visible to Canadians, the vast majority of whom interact with it at least annually to file their taxes and many of whom interact with it more often on a variety of tax and benefit issues. Given the size and prominence of the CRA's operations, there are a number of external and internal factors that could affect the achievement of this plan in 2020–21 and beyond.

Impacts of COVID-19

The COVID-19 pandemic and the possibility of subsequent waves of infection could fundamentally impact the CRA's operations. First, the CRA is a service organization that frequently interacts with its clients, including occasional in-person interactions. Public health advice that restricts movement may prevent the CRA from fulfilling some of its commitments and force the CRA to rethink how it can meet other commitments while still respecting public health advice. Second, the CRA has been at the centre of delivering the Government's economic response plan. A worsening

economic disruption may also require the CRA to shift its focus to the delivery of additional emergency and recovery benefits, which would impact the CRA's capacity to deliver on this plan. Third, the pandemic has caused the CRA's workforce to be largely working from home. The CRA's employees have met this challenge with professionalism and skill; however, the CRA also knows that it is a big change that may present challenges as it continues to adjust to this new reality.

Other factors






Cyber attacks could also impact the CRA's plans. The CRA believes it can administer taxes and benefits most effectively and efficiently when its operations are digital. The CRA recognizes, however, that increasingly sophisticated and more frequent attacks are being directed against it. This is a significant external factor and, as a result, protection of taxpayer information and the CRA's cyber security are a cornerstone of the CRA's plans.

Another external factor that could affect the CRA's plans is the prevalence of scams. Canada's tax and benefit system is based on self-assessment and the shared belief that most taxpayers will comply with their tax obligations on their own. For this system to work properly, taxpayers must trust the CRA to protect their information and administer taxes and benefits fairly. Many external factors can shake clients' confidence, including scams and other fraudulent activity. The CRA recognizes the importance of maintaining clients' trust and has made this one of its priorities.




Lastly, the CRA knows that to fully realize its plans, it must do so in an inclusive way that addresses and seeks to eradicate systemic racism. There has been a growing social awareness of systemic racism that has rightfully brought this issue to the fore. Diversity is the CRA's strength, and it delivers better results for Canadians when its administration of taxes and benefits is inclusive and reflects the diversity of Canada.

CRA staffing principles

Staffing principles related to a successful staffing program:

 Adaptability	Staffing is flexible and responsive to the changing circumstances and to the unique or special needs of the organization.
 Efficiency	Staffing is planned and carried out taking into consideration time and cost, and it is linked to business requirements.
 Fairness	Staffing is equitable, just and objective.
 Productiveness	Staffing results in the required number of competent people being appointed to conduct the CRA's business.
 Transparency	Communications about staffing are open, honest, respectful, timely and easy to understand.

Staffing principles related to an effective workforce:

 Competency	The workforce possesses the attributes required for effective job performance.
 Non-partisanship	The workforce and staffing decisions must be free from political and bureaucratic influence.
 Representativeness	The composition of our workforce reflects the labour market availability of employment equity designated groups.

Supplementary information tables

The following supplementary information tables are available on the [CRA's departmental webpage](#):

- CRA's Sustainable Development Strategy
- Details on transfer payment programs
- Definitions
- Future-oriented statement of operations
- Gender-based Analysis Plus
- Main Estimates, planned spending and full-time equivalents

Endnotes

- Canada.ca, <https://www.canada.ca/en.html>
- Canada Revenue Agency, <https://www.canada.ca/en/revenue-agency.html>
- Canada Revenue Agency's 2018 Serving You Better consultations with small and medium businesses, <https://www.canada.ca/en/revenue-agency/campaigns/consultations-small-med-businesses.html>
- CRA's departmental webpage, <https://www.canada.ca/en/revenue-agency/corporate/about-canada-revenue-agency-cra/departmental-plan.html>
- Departmental Sustainable Development Strategy 2020 to 2023, <https://www.canada.ca/en/revenue-agency/corporate/about-canada-revenue-agency-cra/sustainable-development/dsds-2020-23.html>
- Estimates by vote, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- Free tax clinics (CVITP), <https://www.canada.ca/en/revenue-agency/services/tax/individuals/community-volunteer-income-tax-program.html>
- GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- Liaison Officer Service, <https://www.canada.ca/en/revenue-agency/programs/about-canada-revenue-agency-cra/compliance/liaison-officer-initiative-loi.html>
- Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>
- Serving Canadians Better – Consultation Summary Report, <https://www.canada.ca/en/revenue-agency/corporate/about-canada-revenue-agency-cra/serving-canadians-better-report.html>
- Slam the scam – Protect yourself against fraud, <https://www.canada.ca/en/revenue-agency/corporate/security/protect-yourself-against-fraud.html>